



# MARINE CORPS INSTALLATIONS AND LOGISTICS ROADMAP

2015



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\* <https://eis.usmc.mil/sites/HQMCLP>





# FROM THE DEPUTY COMMANDANT



**“OUR NUMBER ONE PRIORITY IS PREPARING THE MARINE CORPS FOR 21ST CENTURY EXPEDITIONARY OPERATIONS BY PROVIDING SUPERIOR LOGISTICS AND INSTALLATIONS SUPPORT.”**

**— LTGEN MARK FAULKNER, DC, I&L**

From the Pacific island-hopping campaign of WWII, to the march on Baghdad in 2003, and during more recent operations in the Helmand Province of Afghanistan, logistics has been key to the Marine Corps’ ability to deploy, rapidly generate combat power, and fight. An enduring aspect of the nature of war – providing logistics at the right time in the right place – will prove even more challenging and decisive in the 21st Century as our national defense strategy “pivots” to the vast expanse of the Asian-Pacific Theater. The recently published **Expeditionary Force 21** (EF-21) establishes the operational framework for the Marine Corps and will serve as a guide for the continued development and refinement of our Expeditionary Logistics capabilities to better support crisis response, exercise support, training, and other operations across the range of military operations (ROMO). This operational framework will challenge our Marine Corps logisticians to become even more creative, agile, and responsive in supporting distributed, forward-deployed, and pre-positioned forces. These forces will operate from both land and sea, in disaggregated and distributed operations, in austere, unstable, and uncertain environments, and within an increasingly constrained budgetary climate. We

must sustain logistics effectiveness while finding efficiencies in everything that we do. To do this we must define short-term actions, establish mid-term goals, and set long-term priorities to inform capability development and resource allocation across a multi-year planning horizon. This and future roadmaps must align to the **Commandant’s Planning Guidance** (CPG) and **Marine Corps Service Campaign Plan** (MCSCP) – strategic documents that define the future end state and provide direction on how to achieve it (see Appendix A, **MCILR Analytical Method**).

Within this framework **my priorities** are to:

- » Continue responsive Expeditionary Logistics support to our geographically dispersed, forward-deployed Marines.
- » Institutionalize Installations and Logistics Advocacy to resource validated needs to provide ready people, relevant capabilities and capacities, and responsive organizations.
- » Revitalize and energize Marine Corps logistics training, education, and doctrine to infuse an expeditionary mindset, and to develop the skills to “think outside the MAGTF” to leverage global resources.

## FROM THE DEPUTY COMMANDANT

- » Continue to ensure long-term viability of critical training and maneuver areas through strong partnerships with surrounding communities and local and state governments, through sharing resources, providing mutual support, and joint land use master planning.
- » Reinforce and strengthen the relationship between Marine Corps installations and Operating Force readiness, training, and power projection.
- » Modernize and innovate to develop and implement 21st-century Expeditionary Logistics capabilities to increase MAGTF operational flexibility.

To meet the logistics challenges of 21st century expeditionary operations and continue to provide agile Logistics support, we must increase our tactical proficiency, interoperability, and strategic flexibility, while protecting our training and maneuver areas. We will do this by:

- » Supporting multiple forward-deployed organizations conducting distributed operations while retaining the capability to rapidly aggregate forces to support Marine Expeditionary Brigade (MEB)-level forcible entry operations.
- » Balancing organic capabilities with the ability to leverage external resources. We cannot afford to bring the “iron mountain” when we deploy; so out of necessity, Marine logisticians must learn to think outside the MAGTF when developing concepts of support. This includes continuing to pursue robust Naval Logistics Integration (NLI) and integrating operational-level logistics and sustainment support capabilities available from outside providers, such as the Defense Logistics Agency (DLA), Joint and Interagency sources, and the national industrial base. We must also further develop and leverage mutual logistics support concepts with our partner nations for host-nation support (HNS).
- » Continuing to examine the logistics force structure across the enterprise to eliminate redundancies and integrate logistics capabilities across each MAGTF that deploys,

whether in support of a MEB, MEU, SPMAGTF, or MARSOC unit. This means that we must maintain the ability to be fast and austere yet retain the capability to enable maneuver and sustain MEB-level operations. While we have achieved a degree of organizational stability across the logistics community, we must continue to question and examine whether the force composition that has served us so well for land based, aggregated operations – i.e., the mix of Military Occupational Specialties (MOS) and equipment – is the same force structure that we need within the context of the future operating environment. This extends to some MOSs for which DC, I&L is not the Occupational Field (OccFld) Sponsor, such as Ammunition Technicians (23XX).

- » Balancing the requirement to effectively operate from a seabase with the reality of proliferating Anti-Access/Area-Denial (A2/AD) capabilities, we must counter continued proliferation of technologically advanced weaponry with new and innovative logistics capabilities to meet extended distribution challenges as fiscal realities permit.
- » Balancing forward positioning of resources (people and equipment) and distribution (IT and transportation enabled capability and capacity) to reach back to the supporting Marine Corps Forces (MARFOR).
- » Reducing inventory and transportation costs while simultaneously enabling the timely employment of capabilities. Logisticians who can effectively think outside the MAGTF, and use the idea of concentric rings (fig 1-1) for sourcing solutions, will reduce costs while maximizing effectiveness.
- » Offsetting the shortfall in amphibious shipping by leveraging alternative platforms, such as the Dry Cargo/Ammunition Ship (T-AKE) and Aviation Logistics Support Ship (T-AVB), and employing and operationalizing them in non-traditional ways for logistics support.



With improved Expeditionary Logistics capability as the objective, Advocacy is the method by which we will integrate new ideas, capabilities, and concepts to continually generate enterprise improvement. Since its inception in 2013, our Advocacy program has quickly matured into the engine that drives and synchronizes our installations and logistics community. Based on input from Marines of all ranks throughout the Marine Corps, Advocacy enables us to aggressively develop people, capabilities, and programs, and to shape capabilities development through a formal, yet collaborative Operational Advisory Group (OAG) and Installation Advisory Group (IAG) construct. An enduring logistics Advocacy process will help ensure we develop and provide the best-trained and most capable logisticians, while ensuring programs and capabilities are aligned to support future operating concepts.

Other supporting efforts that are synchronized with the Advocacy process include the management of the Logistics Information Technology (Log IT) portfolio. As defined in the Log IT Portfolio Management (PfM) Implementation Plan, the portfolio management framework consists of three elements: the governance structure, the management process, and synchronization of the PfM process with other formal existing processes. The Log IT Portfolio Management Implementation Plan lays out the process that guides day-to-day portfolio management actions, as well as the year-to-year prioritization and resourcing decisions necessary to sustain and modernize the Marine Corps Logistics IT portfolio. The framework also includes the synchronization of the governance with the processes and timelines associated with achieving the vision, goals, and objectives described in the Log IT Portfolio Strategy.

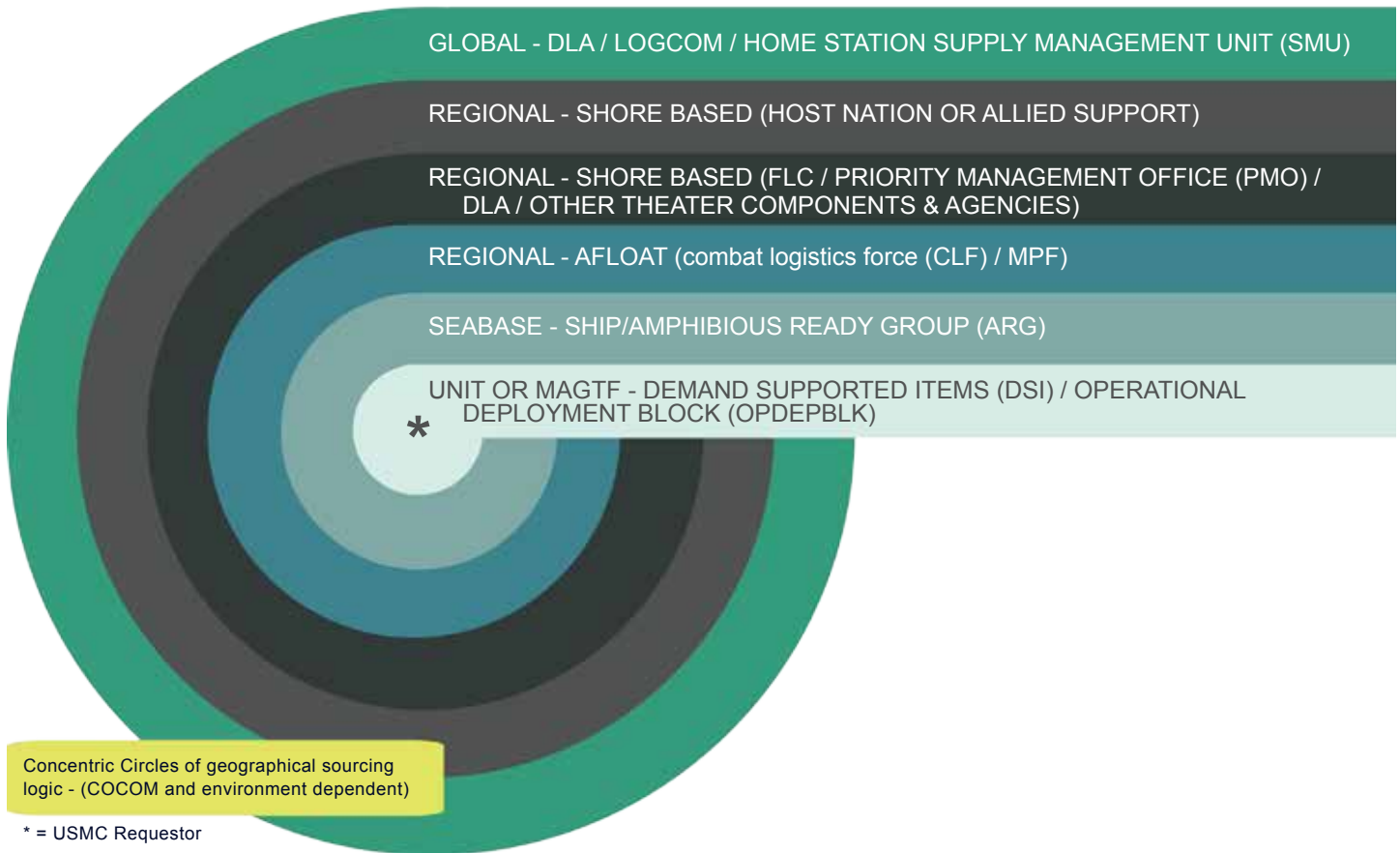


Figure 1 – 1 depicts the concept of “Concentric Circles” of logistics support that may be available to deployed Marine forces in a GCC’s AOR



## FROM THE DEPUTY COMMANDANT

Our goal will always be: ready people, the right capabilities, and responsive organizations integrated across the MAGTF and our bases and stations.

Continuing to develop and provide the right Expeditionary Logistics capabilities at the right place and at the right time will not be possible without properly trained and educated Marine Corps logistics professionals. We must further integrate logistics training, education, and doctrine to increase overall readiness. With our Marine Corps Logistics Operations Group (MCLOG) in the lead, reinforced by the efforts of the Training & Education OAG, we must ensure a holistic and cohesive approach to quickly assimilate revised doctrine through relevant and timely curriculum refinements. While recent measures to improve and institutionalize logistics specific pre-deployment training are a step in the right direction, numerous OAGs have identified training and education shortfalls and deficiencies since publication of the 2013 MCILR. We must ensure we are capturing and addressing these deficiencies comprehensively so our logisticians receive the training they require. At the same time, we must balance this need to update and refine our training and education continuum with retaining the tactical- and operational-level logistics proficiency learned during twelve years of combat.

Without the critical base and station infrastructure that underpins our logistics capabilities and provides the foundation for effective training, we would accomplish very little. We must continue to strengthen the linkages between installations and Marine Corps readiness, training, and power projection capabilities. Marine Corps Installations Command (MCICOM) is the ultimate expeditionary MAGTF deployment platform provider, both in CONUS and overseas. In addition to providing premier housing and quality of life services for our Marines, Sailors, and their families, our installations provide a full range of support infrastructure and essential services, facilities, and expert personnel for unit training and exercises,

deployment support for expeditionary forces, and warfighting experimentation. We have successfully leveraged funding to significantly enhance our installation capabilities across the board. We have also nurtured positive and ongoing relationships with our surrounding communities, regulatory agencies, and government officials; these relationships are necessary to ensure continued access to land, sea, and air training venues. Our challenge is to maintain our installations and training areas in a high state of readiness, and to pursue energy efficiencies at every opportunity.

Achieving energy efficiency highlights the necessity to continue to invest in new technologies, pursue experimentation, and leverage commercial partners. The requirement to modernize and innovate spans the spectrum of logistics capabilities, training and education, and installations support. While budgetary constraints certainly make investments in new technologies more challenging, we must not be complacent regarding the development of new capabilities. Our adversaries will leverage every marginal technological advantage they can find. Likewise, we must pursue logistics capabilities that offset proliferation of A2/AD weaponry, as well as develop lighter, safer, more fuel efficient transportation options. We must also anticipate development of tactical-level precision munitions by our adversaries; their increased ability to accurately target our smallest formation or location will present significant challenges to our ability to provide responsive logistics support. However, developing new capabilities is not limited to new technologies. We must also strive to employ existing capabilities in new and unique ways, and to capitalize on developments in commercial technology to make our operations more effective and efficient. To that end, I challenge all units and organizations to pursue any of the following and update me on the results: (a) develop new ways of doing business; (b) employ a new technology; and (c) leverage supporting organizations in new ways.

The achievement of these priorities will require logisticians, at every level, to carefully and continually assess capabilities against requirements. Achieving the correct balance between effectiveness and efficiency across the spectrum of Expeditionary Logistics requirements will ensure responsive and flexible support to deployed forces. This document sets forth goals and objectives to guide and measure progress toward improving logistics support to expeditionary Marine forces. Logistics leaders at all levels should be familiar with the tasks and requirements that are specified on the following pages. Organizations and individuals will be measured against the goals and actions contained herein (See Appendix B, ***Consolidated List of MCILR Actions***).

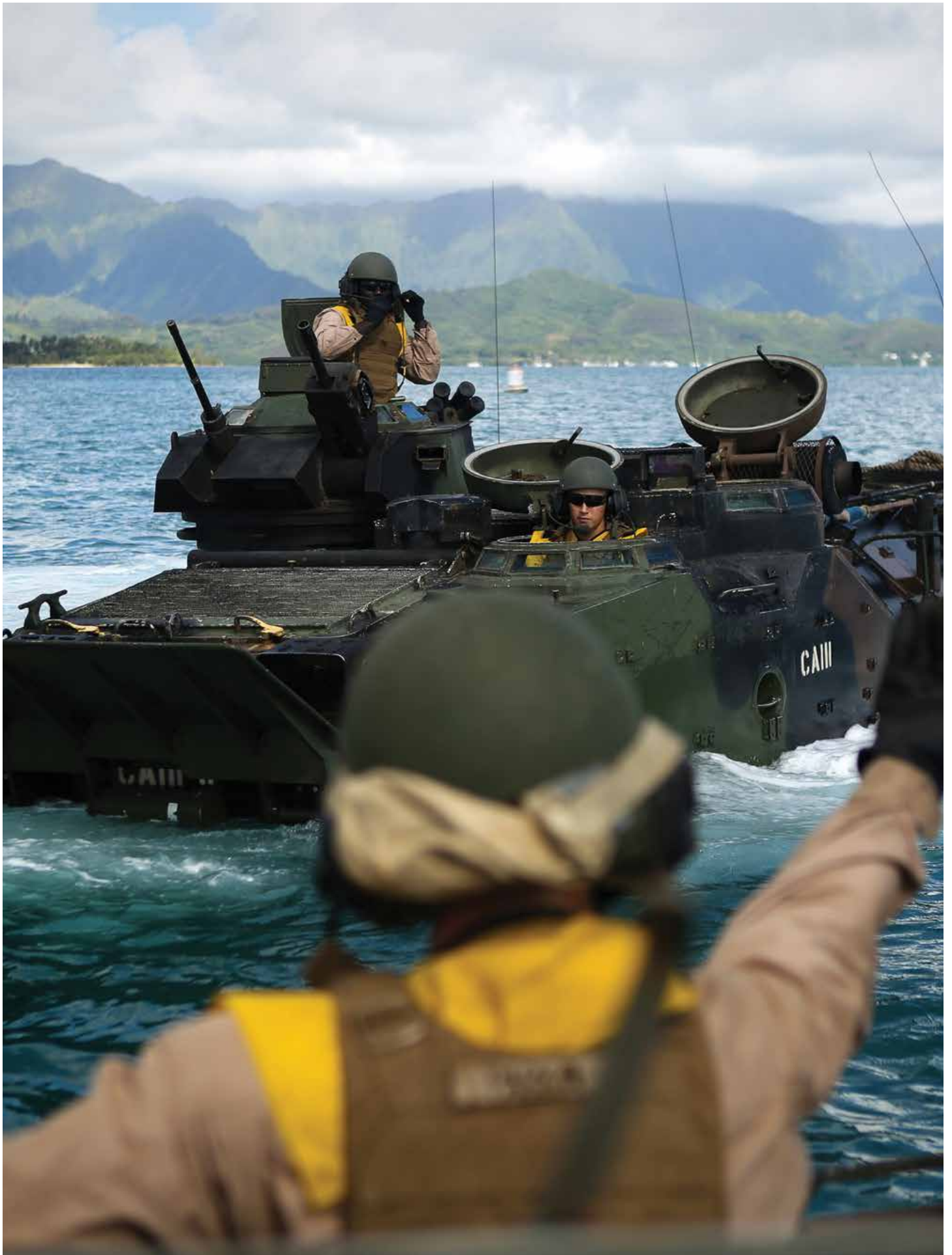
As we look to the next 15 years, we will build upon the lessons of the past, and build logisticians and installations experts who can support and sustain Marines in every clime and place, against any foe, for any mission, to ensure we prevail.



William M. Faulkner

Lieutenant General, U.S. Marine Corps  
Deputy Commandant, Installations and Logistics





# EXPEDITIONARY LOGISTICS

**Expeditionary Logistics is the ability to rapidly develop the responsive and agile architecture necessary to support and sustain operations in austere environments, frequently on short notice, and where operational requirements may dictate the dispersal of forces across a large geographic area.**

*EF-21* describes a future environment marked by “volatility, instability and complexity,” with most operational challenges and opportunities occurring in the increasingly populated littoral regions of the globe. Naval forces – and especially Marines – provide “the readiness, rapid responsiveness, precision, and strategic mobility” necessary to respond to crises in these regions.

As our Nation’s Force in Readiness, Marines will train to execute Operational Maneuver From the Sea, Ship to Objective Maneuver, and Seabasing. Our responses to crises will require rapid aggregation or disaggregation to create tailored, task-organized units, capable of operating ashore in small formations while being supported almost exclusively from a seabase. Marine logisticians and logistics organizations must adapt and overcome the tyrannies of distance and time by adopting leaner, more agile, and integrated processes and technologies.

## CHARACTERISTICS OF EXPEDITIONARY LOGISTICS

1. Supports a global laydown of forward-deployed forces with improved logistics responsiveness and agility through scalable, task-organized, multi-purpose logistic elements while sustaining equipment readiness of dispersed, disaggregated, and afloat forces.
2. Dynamic enough to allow commanders to minimize their logistics footprint ashore while retaining the ability to quickly exploit opportunities in a fluid environment.
3. Integrated with Naval Logistics while striving toward interoperability with Joint and Allied logistics, leveraging host-nation support (HNS).
4. Maximizes sustainment from the seabase, capable of quickly reacting and adapting to changing demands.
5. Leverages Marine Corps bases, stations, and depots to deploy, sustain, and redeploy forces.
6. Employs more efficient electrical generation and distribution systems, leveraging Ground Renewable Expeditionary Energy Systems (GREENS).





Expeditionary Logistics cross-cuts all levels of war – tactical, operational and strategic – and requires logisticians who understand and embrace the challenges presented by these levels. It requires a single, seamless, comprehensive approach that synchronizes capabilities across various domains for responsive logistics support to the MAGTF. Logistics considerations can no longer be categorized by the scope and scale of an operation as even the smallest MAGTF may be required to leverage operational and strategic resources to ensure battlefield success. As such, Logistics Advocacy provides the framework to help shape Expeditionary Logistics programs, policies, and initiatives by facilitating the vertical (tactical, operational, and strategic) and horizontal (across major commands) integration necessary to develop effective capabilities.

Existing USMC logistics processes, structure, and equipment must be capable of adapting to operating concepts required to support expeditionary operations in current and future operational environments. The following initiatives, programs,

and policies represent efforts to improve Logistics capabilities in support of expeditionary operations.

## A. INITIATIVES

### 1. NAVAL LOGISTICS INTEGRATION (NLI) AND MAGTF LOGISTICS INTEGRATION (MLI)

The NLI/MLI team focuses on initiatives that enhance internal MAGTF integration and external MAGTF capabilities in six primary areas: billet integration/exchange, systems interoperability, training, education, distribution management (DM), and material management. NLI focuses on integration opportunities with the Navy and Coast Guard, while MLI focuses on aviation/ground logistics integration opportunities inside the MAGTF. Both NLI and MLI function under the guidance and direction of strategic leadership to ensure that all efforts are aligned and balanced across the MAGTF. NLI strategic oversight consists of DC, I&L, the Chief of Naval Operations (CNO) N4, and the Coast Guard Deputy Commandant for Mission Support. MLI strategic governance involves a close partnership between DC, I&L and DC, Aviation.

NLI initiatives include the ongoing Billet Exchange/Integration Program – which recently staffed NAVSUP Fleet Logistics Centers (FLC) in Sigonella, Bahrain, and Yokosuka with Distribution Management Specialists – to improve naval integration and distribution management support for deployed MAGTFs. A complementary initiative involves augmenting each MEU with distribution liaison cells to work collaboratively with the Distribution Management Specialists at each FLC to increase throughput velocity.

MLI initiatives include several ongoing projects that complement NLI efforts to further integration opportunities. These include Distribution in the Battlespace, developing a MAGTF Commander User Defined Operational Picture, refining MAGTF Class IX Support, developing T-AVB Ground Maintenance Integration, adapting Digital Interoperability (DI) for logistics purposes, and continuing to support the development and evaluation of unmanned systems such as the Cargo Resupply Unmanned Aircraft System (CRUAS) to inform a follow-on Program of Record (POR).

Collaboration between DC, I&L and DC, AVN staffs is ongoing to determine how both aviation and ground logisticians may share common stowage and maintenance spaces (e.g., optics, metalwork, etc.) aboard the T-AVB.

Recent concept development efforts in support of Distributed Short Take-Off Vertical Landing (STOVL) Operations (DSO) for F-35 operations ashore demonstrate the degree to which future operational success rests on the success of both NLI and MLI. DSO will require real-time MAGTF integration and concurrent planning with Navy elements. While Marine Wing Support Squadron (MWSS) detachments will conduct Mobile Forward Arming and Refueling Point (M-FARP) operations, elements of the GCE will provide security. LCE units will concurrently coordinate with the seabase, conducting mobile distribution, and integrating with Navy Beach Masters to move supplies through a temporary beach landing site. DSO demonstrates the complexity of future operations and underscores the necessity for balanced capabilities and integration across the MAGTF.

Aligning NLI and MLI efforts into a complementary MAGTF logistics design will optimize logistics support to MAGTFs of every size, as well as other task-organized expeditionary Marine forces such as Marine Special Operations Forces. Additional information on NLI can be found in the ***Naval Logistics Integration Strategic Plan*** (Appendix C).





### 2. LIGHTENING THE FORCE

War-time increases in structure and equipment across all elements of the Operating Forces have produced a corresponding increase in fuel, maintenance, supply, and distribution requirements. Size and weight increases are inherent in everything from vehicles to a Marine's individual combat equipment. While these increases have produced significant gains in protection, they have not been without impact. In short, these factors have reduced the MAGTF's expeditionary agility and self-sufficiency.

The Marine Corps must adapt to the demands of expeditionary sustainment in the littorals, where logistics support will often originate exclusively from the seabase. In addition to the ongoing efforts to right-size our inventory, we must achieve efficiencies through reduced energy consumption and new alternative materials. This will lighten our operational and sustainment footprints while preserving and improving the force protection, fires, and maneuver gains of the last decade.

As ground and aviation platforms, equipment, and employment concepts change, we will adjust how we

support them. Collaborative efforts between functional Advocates will make Marine forces more expeditionary in support of Joint operations, reduce logistics sustainment requirements, and ease fiscal burdens. DC, I&L will work with other Advocates, particularly DC, CD&I, and the Operating Forces to synchronize Science and Technology (S&T), prioritize investments, and inform decisions on how to lighten the MAGTF.

### 3. TRAINING AND EDUCATION

MCLOG is the focal point of our operational training and education efforts for the MAGTF, taking its place alongside the Marine Aviation Weapons and Tactics Squadron (MAWTS) and Marine Corps Tactics and Operations Group (MCTOG). As the Marine Corps' premier operational logistics training organization, MCLOG is responsible for preparing logisticians to plan and execute Expeditionary Logistics. MCLOG also plays a pivotal role in developing and refining Marine Corps logistics doctrine and policy and in informing the development of new logistics concepts and capabilities.



Logisticians of all ranks across the MAGTF — officer and enlisted — must master the methods of logistics chain management (push, pull, and hybrid) in order to minimize stockpiles ashore and maximize visibility, accountability, and speed. Our curriculum must endeavor to create this competency at the lowest tactical levels as infantry company-centric operations will require distribution directly to maneuvering companies or platoons ashore without the assistance of parent battalion staffs.

As we continue to develop and refine the Marine Corps logistics curriculum in partnership with TECOM, we must also leverage Interagency, other Service, and partner nation tactical-, operational-, and strategic-level training and education opportunities to become more skilled at integrating all available logistical capabilities. We must continually review and update our curriculum to ensure it remains relevant and effective.

#### 4. LOGISTICS ORGANIZATIONS

As we continually ready our Corps to meet the expeditionary requirements of the operating environment, we must seek the optimum balance of logistics organizational capability across the MAGTF to better support emerging requirements.

Aligned and balanced MAGTF logistics provides the commander a single touchpoint for capability, reducing unnecessary redundancy across all elements of the MAGTF while maximizing limited resources. In addition to creating opportunities for lightening the force in favor of increased interdependency across the MAGTF, this further strengthens relationships between supporting and supported units while establishing ground logistics as a core competency of the LCE.

Due to the increased forward presence necessitated by operational realities, we will periodically review our logistics manpower, organizations, and equipment across the MAGTF to meet evolving demands.

New missions, such as security cooperation, may require unique command relationships and Tables of Organization. Simply put, when assigned as a MAGTF Command Element, the LCE must be prepared and resourced to perform and support all six warfighting functions to the degree required by the mission.

The operating environment will also necessitate increased engagement of MARFOR staffs in their role of providing operational-level logistics support to deployed Marine Corps units. In order to enable deployed units to successfully







leverage MARFOR support, we will publish the ***Marine Corps Forces (MARFOR) Logistics for Deployed Forces Handbook*** (Appendix D). This document provides logistics guidance for all Marine units deploying into a Geographic Combatant Commander's (GCC) Area of Responsibility, whether assigned to a MARFOR, NAVFOR, or Theater Special Operations Command (TSOC).

### 5. LOGISTICS INFORMATION TECHNOLOGY (IT)

#### A. Logistics Information Technology Strategy

Information Technology enables Expeditionary Logistics by replacing mass with awareness, responsiveness, flexibility, and efficiency. We will examine systems' capabilities and continue our deliberate effort to divest ourselves of obsolete or redundant IT systems. While reducing the size of our overall logistics IT portfolio, we will invest wisely in future systems to ensure interoperability and integration. Furthermore, we will develop a data integration strategy to facilitate logistical planning and execution.

The lack of interoperability between our IT systems reduces readiness and incurs unnecessary costs. Legacy Command and Control (C2) architecture includes independent data systems that use unsynchronized methods for storing, communicating, and displaying mostly uncorrelated data. Common operational pictures are cumbersome and time consuming to properly assemble. Historically, point-to-point integration of individual applications was the preferred method of solving this problem, however, this approach has proven largely ineffective.

To improve interoperability, we are developing a Service Oriented Architecture (SOA) which provides an alternative by creating a Shared Data Environment (SDE). The SDE allows varied applications to exchange data over a network. A SOA eliminates duplication of effort and allows accurate data correlation from multiple sources to provide logisticians and leaders the information they require to make sound, timely decisions. Additional information on our approaches for future logistics systems can be found in the ***Logistics Information Technology Strategy*** (Appendix E).

## B. Logistics Master Data Management

DC, I&L has directed Logistics Vision and Strategy Branch (LPV/LPV-2) to take the lead on an enterprise data management initiative. This initiative is at the core of the modernized Logistics IT portfolio necessary to support the characteristics of Expeditionary Logistics. Data management is a process and quality control discipline focused on managing the quality, consistency, usability, security, and availability of information. Data management provides a system of decision rights and accountability for information related processes, executed according to agreed-upon models describing who can take what actions, with what information, when, and under what circumstances, using defined methods. The data governance framework enables a logical structure for categorizing, organizing, and communicating complex activities involved in making decisions about and taking action on logistics data.

## 6. OPERATIONAL CONTRACT SUPPORT (OCS)

As the Marine Corps places renewed emphasis on expeditionary operations, Marines at all echelons will increasingly rely on OCS and contracting expertise as an integral component to mission success. OCS includes the contract support integration, contracting support, and

contractor management functions necessary to obtain essential supplies and services unavailable through normal logistics channels. OCS is a MAGTF force multiplier that supports operational and tactical logistics missions while enhancing and increasing combat capabilities across all expeditionary functions. To sustain and maintain our OCS capability we are improving Contingency Contracting Force (CCF) training, organization, and doctrine.

Training, education, and deliberate OccField management of qualified operational contracting personnel are essential to develop and retain the Marine Corps expeditionary contracting expertise required for future operations. The opportunity to send enlisted Marines through the Air Force Mission Ready Airmen Course for initial MOS training, and to send officers to the Navy Post Graduate School for a Masters of Business Administration in contract management, will give the Corps a solid foundation upon which to build OCS as a function of logistics.

We have realigned our CCF to establish an OCS capability that provides contract support planning, integration, and contractor management functions at the MARFOR and MEF Headquarters, and a contracting support execution function at the MLG. Our OCS capability provides a qualified contracting



## EXPEDITIONARY LOGISTICS

force that will offer a high level of contracting support to the MAGTF and meet anticipated expeditionary requirements.

Due to the prominence of contracting in successful MAGTF operations, the Logistics Combined Operational Advisory Group (COAG) recently discussed adding OCS as a seventh function of Marine Corps Logistics, mirroring Joint and Army doctrine. In addition, to institutionalize OCS, we will publish both an OCS Guide Book as a Marine Corps Reference Publication, and a CCF Program Guide as a Marine Corps Order.

## B. PROGRAMS AND CONCEPTS

### 1. PREPOSITIONING

Our maritime and land-based prepositioning programs will likely play a larger role in future operations; thus we are

reconfiguring and exploring alternative ways to integrate our prepositioned stocks with other force projection means.

The Maritime Prepositioning Force (MPF) encompasses two Maritime Prepositioning Ship (MPS) Squadrons (MPSRON) with embarked Navy and Marine Corps equipment and supplies, supported by a Fly-in Echelon (FIE) and flight ferry aircraft. Each MPSRON is tailored to support one MPF MEB for up to 30 days of combat operations. Within that construct, we are working with program stakeholders to further develop scalable Crisis Response Force Packages (CRFP) to support operations across the ROMO, not just major combat. The Marine Corps Prepositioning Program – Norway (MCPN) supports various SPMAGTFs in addition to augmenting forces for the reinforcement of Norway. Refer

SHIP TYPE	LOGISTICS CAPABILITIES	NUMBER OF SHIPS	
		MPSRON-2	MPSRON-3
T-AK (Container / Rolling Stock) Legacy MPF ship	<ul style="list-style-type: none"> <li>» Bulk fuel/water transfer (up to two miles from shore)</li> <li>» In-stream off-load via INLS</li> <li>» Flight deck</li> </ul>	2	3
Enhanced T-AK (USNS STOCKHAM)	<ul style="list-style-type: none"> <li>» Refuel A/C</li> <li>» UAV launch</li> <li>» Modified medical facility</li> <li>» Flight Deck</li> <li>» A/C hanger</li> <li>» Transport large rolling stock</li> <li>» In-stream off-load via INLS</li> </ul>	1	0
T-AKE (Dry cargo / ammunition)	<ul style="list-style-type: none"> <li>» Selective offload of palletized Class I, III (P), IV, V (A/W), and limited II/VII in support of forces ashore,</li> <li>» Flight deck</li> <li>» A/C hanger</li> </ul>	1	1
T-AKR (Large Medium-Speed Roll On/ Roll Off - LMSR)	<ul style="list-style-type: none"> <li>» Transport large rolling stock</li> <li>» Unique ability to interface with the Mobile Landing Platform (MLP) ships</li> <li>» Flight deck</li> <li>» In-stream off-load via INLS</li> </ul>	2	2
MLP (Mobile Landing Platform)	Vehicle transfer from the LMSR to ship to shore connector craft (LCAC, Joint High Speed Vessel)	1 (FY15)	1 (FY15)

Table 1-1



to the **Marine Corps Prepositioning Handbook** (Appendix F) for more information.

The MPF remains an indispensable national strategic resource that provides global coverage, forward presence, and rapid response to GCC requirements. As of 2015, each MPSRON will include seven ships, as depicted in Table 1-1.

Prepositioning transformation initiatives include:

- » We are continuously looking for opportunities to use our prepositioned equipment sets and supplies to provide cost-effective support to forces operating ashore during training or theater security cooperation (TSC) events. By 2017, MPF support will expand beyond the basic MEB and MEU equipment sets and focus on the lower end of the ROMO scale to increase operational responsiveness. Today, each MPS is assigned a specific CRFP module, and we are realigning select equipment between the ships to support these assignments as the ships return to Blount Island Command (BIC) for their maintenance cycle over the next three years. Even though we will be realigning equipment on the MPS for the next several years, a significant portion of the CRFP modules are already in place on the correct ships.

BIC is making incremental adjustments to optimize loads that support scalable capabilities – ranging from an infantry battalion task force to an entire MEB – while not detracting from the MPF's ability to support major combat operations.

- » By 2017, MCPP-N will transform from a motor transport/engineer-heavy pool of equipment to a balanced-MAGTF equipment set. MCPP-N supports a MAGTF composed of a reinforced infantry battalion, composite aviation squadron, and task-organized combat logistics battalion for crisis response. In addition, MCPP-N provides company-sized TSC equipment sets, adaptive force equipment sets to support specific events (i.e., mountain cold weather, arrival and assembly, security, Chemical, Biological, Radiological, Nuclear, etc.), and select equipment to augment a MEB. Although regional, the prepositioned stocks in Norway decrease strategic lift and response time for contingency operations.

Ultimately, we must ensure that our pre-positioned capabilities increase GCC options to rapidly employ Marine forces with scalable capabilities that enable expeditionary operations from a seabase, MPF, or land-based prepositioning sites.







### **2. GLOBAL COMBAT SUPPORT SYSTEM – MARINE CORPS (GCSS-MC)**

GCSS-MC is the Marine Corps' state-of-the-art, web-enabled logistics IT system. It is the backbone of future Marine Corps Logistics Chain Management (LCM); GCSS-MC is how Marines conduct retail supply and maintenance transactions in garrison, deployed, and aboard ship. GCSS-MC Release 1.1 is complete, the system is stable, and functionality is continuously improving. The program is on track to complete the initial delivery of Release 1.1.1 in August 2015 allowing for faster transactions on shipboard networks, rapid task organization, and limited GCSS-MC functionality when the internet is unavailable. Also planned for 2015 is an upgrade from Oracle E-Business Suite 11i to version R12. GCSS-MC has great potential as an instrument of accountability and material readiness. Continued funding must be a Marine Corps priority if we are going to affect required system improvements.

Although GCSS-MC is its centerpiece, our logistics IT portfolio consists of many systems. Our intent is to use the

Tactical Services Oriented Architecture (TSOA) to integrate existing disparate MAGTF Logistics Support Systems (MLS2). As we develop and integrate systems, we will incorporate business intelligence and other analytic tools to prevent information overload for the user. Systems will effectively aggregate, monitor, filter, and mine information to support the dynamic requirements generated during Expeditionary Logistics operations.

The GCSS-MC OAG develops resolution strategies for existing and emergent issues surrounding GCSS-MC. Through functional working groups, the GCSS-MC OAG addresses GCSS-MC-related challenges affecting logistics chain operational capabilities, capacities, readiness, standardization, and policy. As GCSS-MC matures, this OAG will decompose with its working groups being subsumed by enduring OAGs, such as the Sustainment and Readiness and Logistics Training and Education OAGs.

### 3. SEABASING CONCEPTS

We must revise our approach and our policies as we plan to support littoral operations from the seabase. MEBs, MEUs, SPMAGTFs, and detached units operating in austere environments require lighter, leaner, and tailored logistics support, yet they must be able to access outside capabilities when required.

Our naval amphibious ships, together with our maritime prepositioning ships, must be able to support ashore operations from the sea in an A2/AD environment via interoperable surface and air connectors.

We will use new and existing surface and air connectors to move Marines, combat platforms, and materiel between the seabase and their place of employment ashore. The CH-53K King Stallion Heavy Lift Helicopter is an example of a new platform. Its increased lift capacity and extended reach will expedite movement from seabases to inland objectives. We will continue to collaborate with the Deputy Commandant for Aviation (DC, AVN) and DC, CD&I to fully integrate this platform into future Expeditionary Logistics concepts, to include maximizing its 463L Pallet capability. Systems such as the Joint Precision Air Delivery System (JPADS) have

proven to be accurate and reliable means of delivery and we are examining the feasibility of embarking an initial air delivery capability aboard seabased platforms such as the T-AKES.

Further, we will continue to support experimental technologies, requirements development, and demonstrations and evaluations to inform potential Programs of Record. Examples include the Autonomous Aerial Cargo/Utility System (AACUS), which will provide organic airlift with manned or optionally unmanned capability to improve operational effectiveness in Degraded Visual or Global Positioning System (GPS) denied environments. Development of unmanned aerial systems, such as the Aerial Reconfigurable Embedded System (ARES), will further enhance tactical flexibility. ARES will hover, cruise, land on ship or shore, and deliver a broad range of capabilities to warfighters – from Joint Modular Intermodal Containers (JMIC) and Interchangeable Cargo Modules (ICM), to Scout and aerial Intel Surveillance and Reconnaissance (ISR) functions, to force application missions.

We must maximize pre-configured packages for transshipment from storage on the seabase to the end user – the small unit operating ashore. We will build on the expeditionary utility





of the JMIC while reducing our ship-board allowances and dependence on Quadruple Containers (QUADCON) across the MAGTFs. Naval intermodal packaging for all commodities will free space, allowing us to locate, assemble, and package unit-unique shipments from intermodal and bulk inventory and deliver them to loading areas.

On board Military Sealift Command (MSC) ships, we will examine how to reinforce civilian mariners with Marines and Sailors trained to support concurrent flight deck and underway replenishment (UNREP) operations, while working below decks to pull and configure supplies going ashore or to other ships on the seabase. This will extend the operational reach of MSC shipping and provide a relatively low-cost method to increase the flexibility and responsiveness of alternative platforms.

### C. POLICY - MAINTENANCE PLANNING

New operating concepts will result in increasingly distributed and disaggregated operations. This means forward-deployed Marine Corps units will encounter greater challenges when planning and conducting equipment maintenance. Our Enterprise Ground

Equipment Management (EGEM) and Ground Equipment Maintenance Programs (GEMP) will integrate maintenance planning and execution across the enterprise to maintain readiness at reduced cost. We will determine equipment maintenance requirements for operations, and publish a policy establishing maintainer-to-equipment planning factors for commonly deployed systems. This will guide unit resourcing requirements and significantly ease the burdens associated with determining manning requirements when developing task organized units to conduct Expeditionary Logistics.

We will continue to move toward the adoption of Condition Based Maintenance Plus (CBM+) to gain maintenance efficiencies and improve systems reliability. With CBM+, maintenance is performed as required and when enabling technologies and processes, such as sensors and Reliability Centered Maintenance (RCM) analysis, identify the need. CBM+ applies a systems engineering approach to maintenance; collecting and analyzing data to inform decision-making processes for system acquisition, sustainment, and operations.



## D. EXPEDITIONARY LOGISTICS ACTIONS:

While not a comprehensive list, the aforementioned initiatives, programs, and policies represent important efforts to improve support to expeditionary operations. The following actions require cooperation between key leaders throughout the Marine Corps to reinforce these efforts.



	TASKS	I&L OCR	SUPPORTING	DEADLINE/DC I&L UPDATE INTERVAL	DRAFT MCSCP OBJECTIVE AREAS
1	Develop COAs to make informed decisions on how to “lighten the MAGTF”.	LPO	LPD, LPC	Annual: October	Ready Operating Forces
2	Work to mature MAGTF engineering curriculum and design injects within Service-sponsored exercise programs.	LPE	Engineering & EOD OAG	September-15	Ready Operating Forces
3	Develop equipment sets/operational capability for deploying MAGTFs. Validate and refine the process and coordinate and shape the requirement with other HQMC branches.	LP	LPO, LPC	Annual: September	Ready Operating Forces
4	Review and validate task organized LCE structure, mission statements and METLs.	LPS	Relevant OAGs	Annual: September	Ready Operating Forces
5	Develop a process and assign an owner to assess and refine the logistics MOS structure across the MAGTF.	LP	LPS	September-15	Ready Operating Forces
6	Institutionalize and sustain enduring Counter Improvised Explosive Device (CIED) Defeat the Device training requirements and funding for the MAGTF.	LPE	Engineering & EOD Summit	Annual: November	Ready Operating Forces
7	Conduct an EOD organization comprehensive review.	LPE	Engineering & EOD Summit	September-16	Ready Operating Forces
8	Develop POA&M to leverage other Service training and education forums to enhance knowledge and skills in Joint logistics, and the integration of other Service, Interagency, and functional command logistical capabilities.	LPC	Log T&E OAG	September-15	Ready Operating Forces



## EXPEDITIONARY LOGISTICS

	TASKS	I&L OCR	SUPPORTING	DEADLINE/DC I&L UPDATE INTERVAL	DRAFT MCSCP OBJECTIVE AREAS
9	Develop and oversee policy IOT direct focus on equipment accountability in the MARFORs and below.	LPC	Sustainment Readiness OAG	September-15	Ready Operating Forces
10	Review and recommend changes to the Approved Acquisition Objective (AAO) to right-size our inventory.	LPC	Sustainment Readiness OAG, LPO	November-15	Ready Operating Forces
11	Review life cycle strategies to reduce maintenance costs.	LPC	Sustainment Readiness OAG	Semiannual: Feb/August	Ready Operating Forces
12	Oversee LP FIAR preparatory actions in support of clean audit in 2017.	LPC	Sustainment Readiness OAG	Quarterly	Ready Operating Forces
13	Assess the ship to shore throughput capacity required to sustain operations ashore to meet the time and space challenges of the 21st century.	LPD	All Branches as required	Semiannual: Feb/August	Future Capabilities
14	Implement Tactical Service Oriented Architecture (TSOA) system interoperability.	LPV	C2 For Log OAG	October-15	Future Capabilities
15	Develop the log data strategy and solutions to support Master Data Management throughout I&L and Marine Corps.	LPV	LOGCOM	October-15	Future Capabilities
16	Establish data strategy and Decision Support Tools (DST) to improve filtering of information to improve decision making.	LPV	C2 For Log OAG	November-15	Future Capabilities/ Naval Integration
17	Work with PP&O to develop concept for employment of MPF CRFPs ISO contingency operations.	LPO	LPV, Prepositioning OAG	Semiannual: Jan/July	Marine Corps Concepts and Doctrine
18	Publish policy to establish maintainer-to-equipment ratio planning factors in the following TAMCN: Alpha, Bravo, Delta, Echo.	LP	T&D OAG, Sustainment OAG	December-15	Ready Operating Forces
19	Develop a "Logistics Guide for Compositing LCEs" from distinct MEUs and SPMAGTFs and assess DOTMLPF-P implications.	LPV	All OAGs, LX	December-15	Marine Corps Concepts and Doctrine
20	Assess the Marine Corps distribution process and validate and refine roles and responsibilities.	LPD	LOGCOM	Semiannual: April/October	Ready Operating Forces
21	Determine the performance of each distribution node throughout the Marine Corps and report quarterly. (Develop concepts and capabilities that enable more effective, efficient and responsive global distribution).	LOGCOM	LPD	Quarterly	Ready Operating Forces

	TASKS	I&L OCR	SUPPORTING	DEADLINE/DC I&L UPDATE INTERVAL	DRAFT MCSCP OBJECTIVE AREAS
22	Establish, validate, and refine distribution process metrics.	LOGCOM	LPD	Annual: December	Ready Operating Forces
23	Establish Memorandum of Understanding (MOA) between USMC and Air Force TECOMs to merge enlisted Marines into the Air Force Mission Ready Airman Course (MRAC) for initial MOS training.	LPC	LB OCS OAG	September-15	Ready Operating Forces
24	Align Operational Contracting Support/Contingency Contracting Advocacy and OccField management from LB to LP.	LB	LPC	September-15	Ready Operating Forces
25	Develop and staff MCRP OCS Guide Book, Marine Corps MCO Contingency Contracting Force (CCF) Program Guide.	LB	LPC	October-15	Marine Corps Concepts and Doctrine
26	Establish contingency contracting officer (3006 MOS) to supply officer (3002 MOS) linkage.	LPC	LB	February-16	Ready Operating Forces
27	Provide as required or at minimum annually an overarching logistics update on movement and implementation of MRF-D sustainment policy.	LP	LPD/LPO/LPC	Annual: September	Future Capabilities
28	Provide as required or at minimum annually an overarching logistics update on movement and implementation of MCPP-N sustainment policy.	LP	LPO	Annual: October	Future Capabilities
29	Provide as required or at minimum annually an overarching logistics update on movement and implementation of DPRI sustainment policy.	LP	LPO	Annual: November	Future Capabilities
30	Establish/delineate functional responsibility and processes for logistics S&T and development of future capabilities.	LP	LPV	August-15	Future Capabilities
31	Expand and refine logistics Digital Interoperability capability and ensure integration of Ops/Log/Intel.	LP	LPV	Semiannual: May/Nov	Future Capabilities
32	Through MAGTF Logistics Integration (MLI), continue to develop, refine and implement innovative initiatives to enhance logistics integration, effectiveness, and efficiency within the MAGTF.	LP	LPV	Quarterly	Future Capabilities



# ADVOCACY

DC, I&L is responsible for planning, programming, policy, oversight, and management of expeditionary and enterprise logistics support to the Marine Corps. Advocacy guides fulfillment of these responsibilities through an integrated, institutionalized process that expedites solution development through vertical and horizontal integration. Effective Advocacy is a key element in the development of required future logistics capabilities, and it will result in: better educated, trained, and ready logistics personnel; informed capability development; and responsive logistic organizations.

## DC, I&L IS THE ADVOCATE FOR:

- » Logistics Combat Element (LCE)
- » Engineer and Explosive Ordnance Disposal
- » Health Services Support
- » Installations (Bases and Stations)
- » Logistics Operations
- » Materiel Readiness
- » Supporting Establishment (SE)

Logistics Advocacy addresses both installations and logistics, championing capabilities and capacities needed to support and sustain Marine Corps units and operations. The identification of new capabilities and capacities within the Marine Corps Capabilities Based Assessment (MC CBA) is guided and informed by the overarching construct of the Joint Capability Areas (JCA). JCAs are functionally aligned groupings of like activities and related tasks to support detailed analysis, investment decision making, Capability Portfolio Management (CPM), force development, and planning. Advocate-driven

capability and gap analysis, guided by consideration of the JCAs, is further refined using the framework of Doctrine, Organization, Training, Material, Leadership and Education, Personnel, Facilities, and Policy (DOTMLPF-P). This analysis is used as a basis for Planning, Programming, Budgeting, and Execution (PPBE) activities.

Historically, functional Advocates have viewed logistics capacity and capabilities through the lenses of their respective organizations or elements – from a GCE, LCE, or ACE perspective rather than holistically, from a MAGTF and enterprise perspective. DC, I&L is partnering with other Advocates by participating in their advocacy groups to the greatest extent possible and leading efforts to integrate logistics across the enterprise to better align logistics capabilities and reduce redundancy. This will optimize capacity, improve responsiveness, and streamline capabilities. Integrated logistics capabilities throughout the force will result in more effective application of logistics to support the warfighter and achieve mission objectives.

As the Logistics Advocate, DC, I&L provides subject matter expertise, insight, and recommendations to the Commandant and his staff to inform resource allocation, policy development, and other decisions related to Installations and Logistics. This advocacy role extends from bases and stations – where Marines live and train and from which they deploy – to sustaining Marines while deployed and employed, and throughout their retrograde to home station.





The Advocate represents both Operating Force and SE perspectives in policy-making and organizational management processes at HQMC and with the DoD. The Advocate is required to collaborate closely with the Operating Force chains of command to support deliberate Service-level force development decisions.

Operating Forces and SE to increase tactical proficiency, operational interoperability, and strategic flexibility. From initial MOS training through career-level schools, the training, education, and managed career progression of uniformed and civilian logisticians is critical to our continued success.

## A. FOCUS AREAS

Advocacy focus areas are logistics **people, capabilities, and programs**, with the objective of providing ready people, the right capabilities, and responsive organizations – integrated across the MAGTF and our installations – to prepare for future threats in a resource constrained operating environment. Effective Advocacy requires looking beyond existing gaps, to develop both integrated capabilities and effective policy to meet future threats.

No resource is more precious or more critical than our people. Of approximately 43,000 Marine logisticians only 39 percent are in the LCE (fig 2-1). We will take a holistic approach in preparing logisticians to succeed in the future operating environment, appropriately positioning them throughout

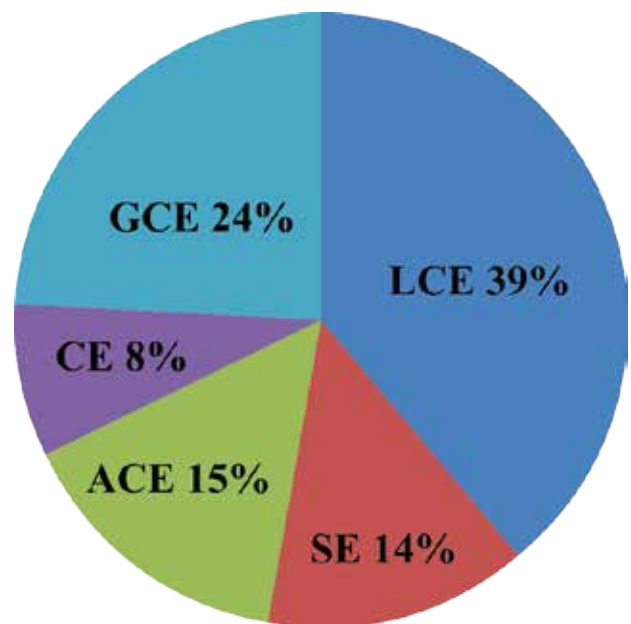


Figure 2 – 1  
Distribution of Marine Corps Logisticians

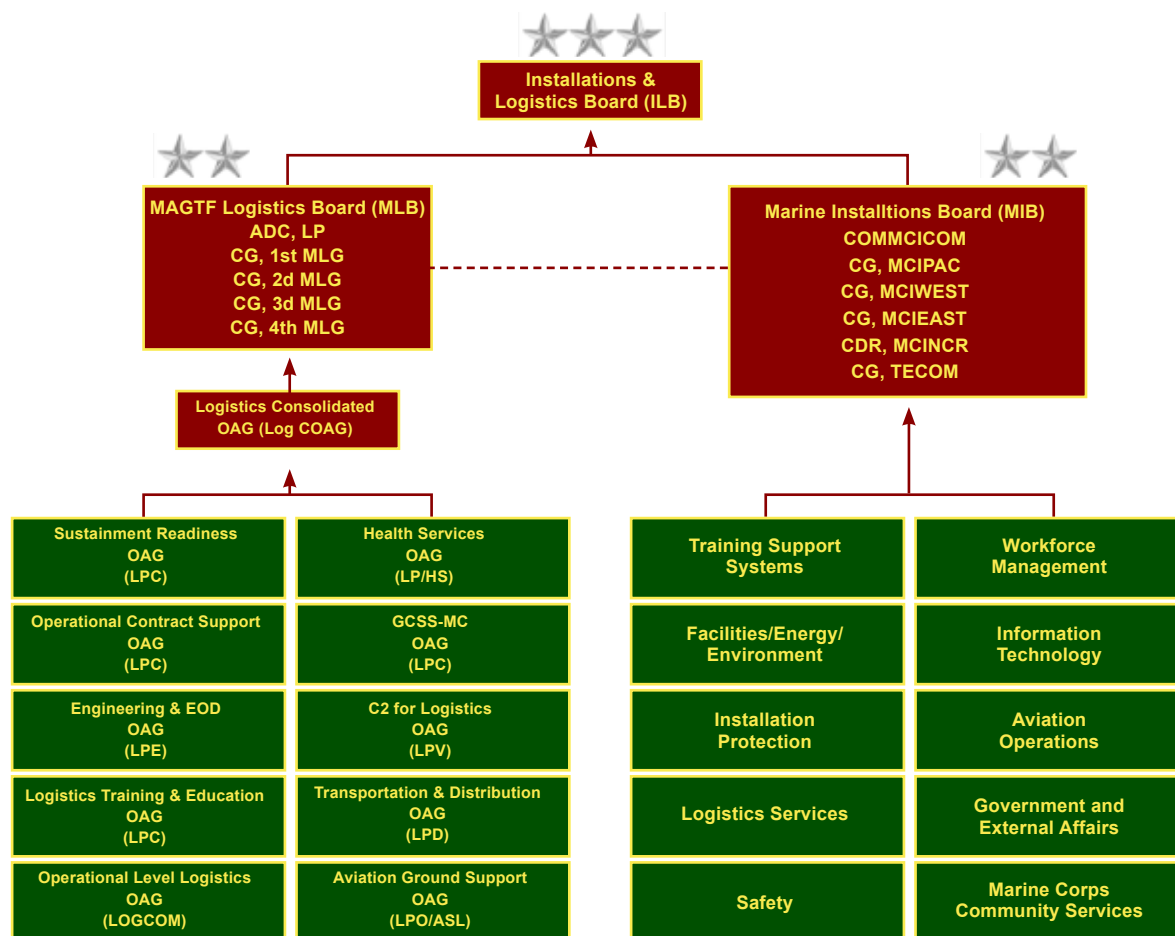


Figure 2 – 2 Organization for Installations and Logistics Advocacy.

Providing the right capabilities and programs includes a Corps-wide review of equipment to identify what is mission critical and what should be divested. While the Logistics Advocate plays a leading role, Advocates from across the MAGTF also play a critical role in the process, and actions must be synchronized accordingly. Capabilities include numerous logistics initiatives, such as those that enhance our ability to deploy by various means, leverage prepositioned materiel, and sustain distributed operations from the seabase.

## B. ORGANIZATION FOR ADVOCACY

DC, I&L exercises the Logistics Advocacy construct to identify logistics related issues and gaps and establish priority of action. It links and harnesses expertise from the Operating Forces, installations, and the HQMC staff to provide collaborative and analytically robust inputs to capabilities development and management processes. Through Advocacy, we produce an informed, consistent, and relevant message representing the Advocate's position on Installations and Logistics issues. The Advocacy process enables the entire logistics community



to speak with one voice, positioning us to more effectively articulate resource requirements.

DC, I&L Advocacy uses advisory groups and boards to focus the Logistics Enterprise and coordinate its actions to achieve desired outcomes. The organizational constructs of many advisory groups closely mirror the capability areas within JCA 4, Logistics, as a means to maintain synergy with capability and gap analysis efforts across the Marine Corps (fig 2-2) and with the Joint Logistics Enterprise (JLEnt).

Additional information on how our Advocacy actions can influence future requirements and resourcing can be found in the ***Capabilities Development Primer for Advisory Groups*** (Appendix G). Advisory Groups inform I&L input to the MC CBA, and monitor the status of Warfighting Investment, Sustainment, and Installations Program Evaluation Boards (PEB) in conjunction with the DC, Capabilities Development and Integration (CD&I) Logistics Integration Division (LID). Through the PEBs, DC, I&L advocates for specific programs that enhance logistics capabilities. These advocacy actions shape our future Logistics Enterprise. It is vital that personnel from the Operating Forces and our Installations are engaged and involved in the process – it is about **their** future.

Advisory groups represent Communities of Interest (COI) such as supply, engineering, safety, or information technology (fig 2-2). Advisory groups analyze needs and propose solutions to ensure their respective COIs support enterprise roles and responsibilities. Their activities augment, but do not replace, normal HQMC staff actions. While normal HQMC staff action focuses on headquarters-level processes and policy, the primary purpose for the advisory groups is inclusion and active use of Operating Force and SE insight.

Because funding is allocated by two parallel processes (Installations and Sustainment), DC, I&L exercises Advocacy



through both **Installations Advisory Groups (IAGs)** and **Operational Advisory Groups (OAGs)**. These advisory groups, which are closely aligned by function to the capability areas within JCA 4 and supporting JCAs (e.g., JCA 5, Command & Control, and JCA 6, Communications & Computers), consist of subject matter experts from related functional areas, specialties, and communities. The IAGs provide the expertise to collaborate, coordinate, and make recommendations that affect all Marine Corps Installations. IAGs report to the **Marine Installations Board (MIB)**, chaired by the Commander, Marine Corps Installations Command. OAGs report to an O-6 level **Logistics Consolidated OAG (COAG)**, which in turn reports to the **MAGTF Logistics Board (MLB)**, chaired by the Assistant Deputy Commandant for Logistics Plans, Policies, and Strategic Mobility Division (LP).

Advisory group chairs establish membership with representation from both the Operating Forces and the SE as is appropriate to the topic. Chairs are encouraged to include sufficiently broad participation yet keep the forums small enough to accomplish their tasks. Chairs may also charter Working Groups (WGs) or Integrated Process Teams (IPTs) to analyze specific topics more deeply. Usually, WGs are long-standing forums to analyze ongoing or large issues while IPTs are formed to analyze specific or shorter-term issues. Charters establish membership, issues, timelines, and expected deliverables.

The MLB and MIB integrate requirements and solutions to provide a balanced force. The **Installations and Logistics Board (ILB)** integrates installations and operational logistics requirements and solutions for the entire Logistics Enterprise. The ILB also coordinates with other HQMC Advocates representing logistics equities across the Service to ensure the Marine Corps fields capable and sustainable Operating Forces.

LPV serves as the Logistics Advocacy Secretariat, responsible for oversight of the logistics advocacy process and integration of OAG and IAG calendars, actions, and decisions. The Secretariat is also responsible for integrating the Logistics Advocacy process into and







with other Advocacy groups across the MAGTF. The Secretariat maintains the DC, I&L Advocacy SharePoint® website at <https://eis.usmc.mil/sites/HQMCLP/Pages/Advocacy.aspx>. OAG and IAG chairs are responsible for keeping their respective sections of the website up-to-date.

### 1. INSTALLATIONS ADVOCACY

The MIB addresses the capabilities of bases and stations to ensure optimum, consistent support to the Operating Forces and quality of life for Marines, Sailors, and their families. The MIB now guides the long-range vision and plans for installation infrastructure, resources, and services, and formulates associated policy development, governance, and oversight.

Ten IAGs represent the 39 installation functions. These groups meet on a regular basis to generate operational requirements and identify gaps. Refer to figure 2-2 and

the **Marine Installations Board Charter** (Appendix H) for a list of IAGs and their responsibilities.

### 2. LOGISTICS ADVOCACY

Work of the ten functional MAGTF logistics OAGs informs the activities of the Logistics COAG which includes representatives of each OAG and invited guests. The Logistics COAG integrates and evaluates OAG topics and outputs in light of DOTMLPF-P considerations and Title 10 responsibilities, then reports to the MLB.

The MLB evaluates COAG outputs and topics, similarly vetting them, and makes decisions or forwards topics as appropriate to the ILB for decision. Refer to figure 2-2 and the **DC, I&L Advocacy Charter** (Appendix I) for a list of OAGs and their responsibilities.

## C. ADVOCACY CALENDAR

The Advocacy calendar is based primarily on the MC CBA process and Program Objective Memorandum (POM) development schedule. Advisory groups meet quarterly to address topics assigned or internally selected. As currently planned, the Log COAG, MIB, MLB, and ILB meet annually.

Maximum use of virtual meetings will minimize time requirements and travel expenses. Meetings (both virtual and physical) can be enhanced through the use of tools such as Defense Collaboration Services (DCS), teleconferences, SharePoint®, and commercial tools such as Think Tank™.

## D. ADVISORY GROUP TOPICS

Advisory groups cover the entire spectrum of logistics, encompassing topics within both Expeditionary Logistics and enterprise support domains. The MIB or MLB may assign topics to advisory groups, and groups may identify topics based on the needs of their communities. Enduring advisory

group topics include force structure, doctrine and policy, and integration of capabilities and capacities to balance logistics support to the Operating Forces – whether from the aspect of force projection from the bases and stations or Expeditionary Logistics for MAGTFs.

Advisory group topics will also likely be derived from several periodic strategic publications, including the CPG and the Annual

MCSCP. The MCSCP issues goals and objectives to DC, I&L impacting the Logistics Enterprise. Additionally, DC, P&R will produce an annual **Marine Corps Strategic Health Assessment** (MCSHA) that examines the degree to which the guidance found in the MCSCP is being achieved, with an emphasis on how resources were allocated and expended.

## E. ADVOCACY ACTIONS:

	TASKS	I&L OCR	SUPPORTING	DEADLINE/DC I&L UPDATE INTERVAL	DRAFT MCSCP OBJECTIVE AREAS
1	Review LCE organizational structure, mission statements, METLs, and TOECRs.	LPS	All LP Branches, Relevant OAGs	Annual: October	Ready Operating Forces
2	Coordinate I&L and MARCORLOGCOM participation in the Marine Corps Capabilities Based Assessment and develop solutions to resolve or mitigate capability gaps.	LPS	All LP Branches, LOGCOM and MCICOM	Annual: November	Ready Operating Forces
3	Coordinate and integrate with other MAGTF advocacy organizations (CEAB/Avn Board/Ground Board/MEU OAG/Seabasing, etc).	LPV	All OAG and IAG Chairs	Annual: ICW the LOG COAG	Future Capabilities
4	Evaluate the utility of a Logistics Manpower OAG and provide a recommendation.	LPV	All OAGs	October-15	Ready Operating Forces
5	Serve as I&L proponent to Prepositioning OAG.	LPO	LP Branches, OAGs	Annual: As Req	Future Capabilities
6	Align Operational Contracting Support/Contingency Contracting Advocacy and Occ Field Management from LB to LP.	LP	LB	October-15	Future Capabilities
7	Refine and update Occupational Field Sponsor roles and responsibilities to increase oversight of grade shaping and slating.	LP	LPC	November-15	Ready Operating Forces
8	Develop a plan to reinvigorate Marine Corps expertise in planning and executing MPF operations.	LP	Transportation and Distribution OAG	Semiannual: May/November	Marine Corps Concepts and Doctrine
9	In coordination with CD&I, develop and institutionalize logistics doctrinal integration across logistics advocacy.	LPV	All OAGs	Semiannual: May/November	Marine Corps Concepts and Doctrine



# FUTURE LOGISTICS AND INNOVATION

The purpose of future logistics and innovation actions is to develop and improve Logistics capabilities in support of expeditionary MAGTF operations. Future Expeditionary Logistics will be enabled through tailored and sustained support provided from both seabased platforms and the global logistics infrastructure to rapidly maneuvering distributed forces ashore. Logistics delivery systems of the future must be more responsive and flexible, enabling Marines to keep pace with rapidly changing operational scenarios. Future logistics systems must demonstrate unprecedented levels of interoperability and autonomy providing seamless, end-to-end logistics chain management to the MAGTF. Logistics commodities will provide more operational value per unit weight, enhancing unit self-sufficiency and maneuverability. New technologies will maximize equipment readiness by minimizing downtime and maintenance requirements.

Development of future Marine Corps Expeditionary Logistics capabilities is guided by changing doctrinal and operational requirements, strategic shifts, emerging technologies, studies and analyses, S&T initiatives, and experimentation and war gaming.

## A. CAPABILITIES BASED STUDIES AND ANALYSES

Through capabilities-based studies and analyses, DC, I&L proactively examines warfighting concepts such as

seabased and distributed operations, composited MAGTFs, disaggregated ARG/MEU operations, and SPMAGTF-CR operations to determine how to provide optimal support. Studies help determine how to further integrate logistics capabilities across the MAGTF, and how to optimize new capabilities, such as the CH-53K, unmanned aerial delivery systems, and new naval and commercial platforms. Analyses assist in identifying and addressing interoperability shortfalls, the need for specialized material handling equipment, and C2 challenges. Findings guide the extent to which we must lighten the MAGTF and reduce energy demands to maximize support and sustainment within expected constraints.

By anticipating future threats and missions, we will identify logistics capability gaps to CD&I, and support development and implementation of DOTMLPF-P changes to ensure Marine Corps Operating Forces are postured, organized, trained, and equipped to fulfill assigned roles.

## B. SCIENCE AND TECHNOLOGY (S&T)

In cooperation with DC, CD&I, we will continue to partner with the Marine Corps Warfighting Laboratory (MCWL), the Office of Naval Research (ONR), the Defense Advanced Research Projects Agency (DARPA), and others to inform future logistics capability development efforts. We will continue to advocate for development of unmanned delivery systems, individual and





small unit water purification capabilities, energy efficiency, and composite materials. Examples of new capabilities include platforms such as the CRUAS, which was used on the battlefield to shorten lines of communication and to remove Marines from hazardous roads. The AACUS, under development by ONR, will increase tactical flexibility by improving the ability to continue to operate in Degraded Visual and GPS denied environments. Robotic transportation systems and exoskeletons for individuals are on the cutting edge of evolving logistics capabilities. We will continue to assess these and other emerging technologies, systems, and processes to maintain a technical and tactical edge over future adversaries.

DC, I&L established the following themes to guide S&T investment in support of future Expeditionary Logistics:

- » **Autonomy.** Automatic Identification Technology (AIT) will automate data capture across an integrated, enterprise, end-to-end logistics chain. Using unmanned

transportation systems and robotic materiel handling systems, smaller crews will manage resupply from the seabase to the individual warfighter. Loads will be individually tailored to meet a precise need. New delivery methods will minimize risk to human life. Networked platform sensors will provide leaders with information about the status and condition of their equipment.

- » **Linking the Connectors.** Analyses indicate that linkages between “connectors” in the logistics chain are as important as the connectors themselves. This applies to the movement and distribution of both materiel and data. Distributed operations require the ability to manipulate and transfer loads efficiently and safely. This will provide asset and in-transit visibility, increasing certainty, control, and effectiveness of the logistics chain.
- » **C2 for Logistics.** Full integration of logistics data – along with intelligence and operations – supports a comprehensive common operational picture that provides actionable information to leaders. This will facilitate

responsive support to smaller units requiring logistics in a fluid, dynamic, and distributed battle space.

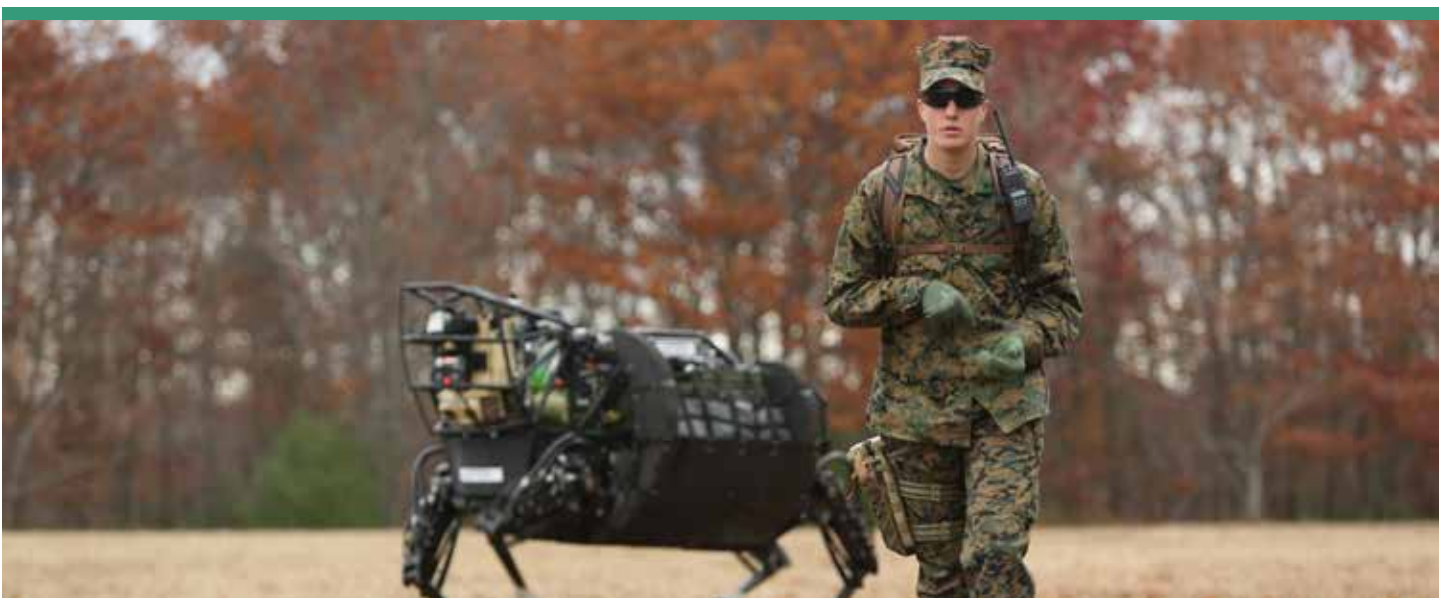
- » **Decision Support Tools (DST).** In support of C2 for logistics, DSTs will convert data into actionable information to facilitate development of courses of action. This includes topological or new data clustering methods to improve data visualization.
- » **Lighten the Load.** Innovative and efficient water and energy generation, storage, and distribution will reduce the energy required to conduct operations. Reduced fuel consumption and lightweight systems that can make water potable from any local source will significantly reduce throughput requirements.
- » **Holistic Modularity.** This concept proposes to redefine the balance between the investment, research and development (R&D), operations/sustainment, and disposal segments of the investment lifecycle. The new balance will increase operator input into the initial phases of the capability development process to enable the production of a more relevant capability, which will reduce long-term costs and facilitate more rapid adaptation to evolving adversary countermeasures (fig 3-1 on p.34).
- » **Maintenance Reduction.** Corrosion resistance and prevention, more durable materials, and better tool and

diagnostic kits lower maintenance requirements. By alerting maintainers precisely when maintenance is required on a system, CBM+ saves Marines time and money and reduces the destructive effects of over-maintaining.

- » **Additive Manufacturing (3-D Printing).** This capability provides manufacturing near or at the point of distribution, significantly shortening the logistics chain. Additive manufacturing has the potential to revolutionize how we think about our expeditionary logistics chain, especially if such capability can be seabased for forward-deployed forces.
- » **Temporary Infrastructures.** Decreased weight and improved energy efficiency provides operational versatility, enhances speed of deployment, and reduces sustainment and lift requirements.

## C. EXPERIMENTATION AND WARGAMING

The CPG states that quality, focused exercise and innovation programs are critical to our readiness, relevance and success, now and in the future. Such efforts should be concentrated on developing and fielding highly advanced, indirect or disruptive concepts and capabilities. At its heart, innovation nurtures and draws upon the intellectual energy, innovation, and creativity that will enable Marines to outpace future enemies in every domain.



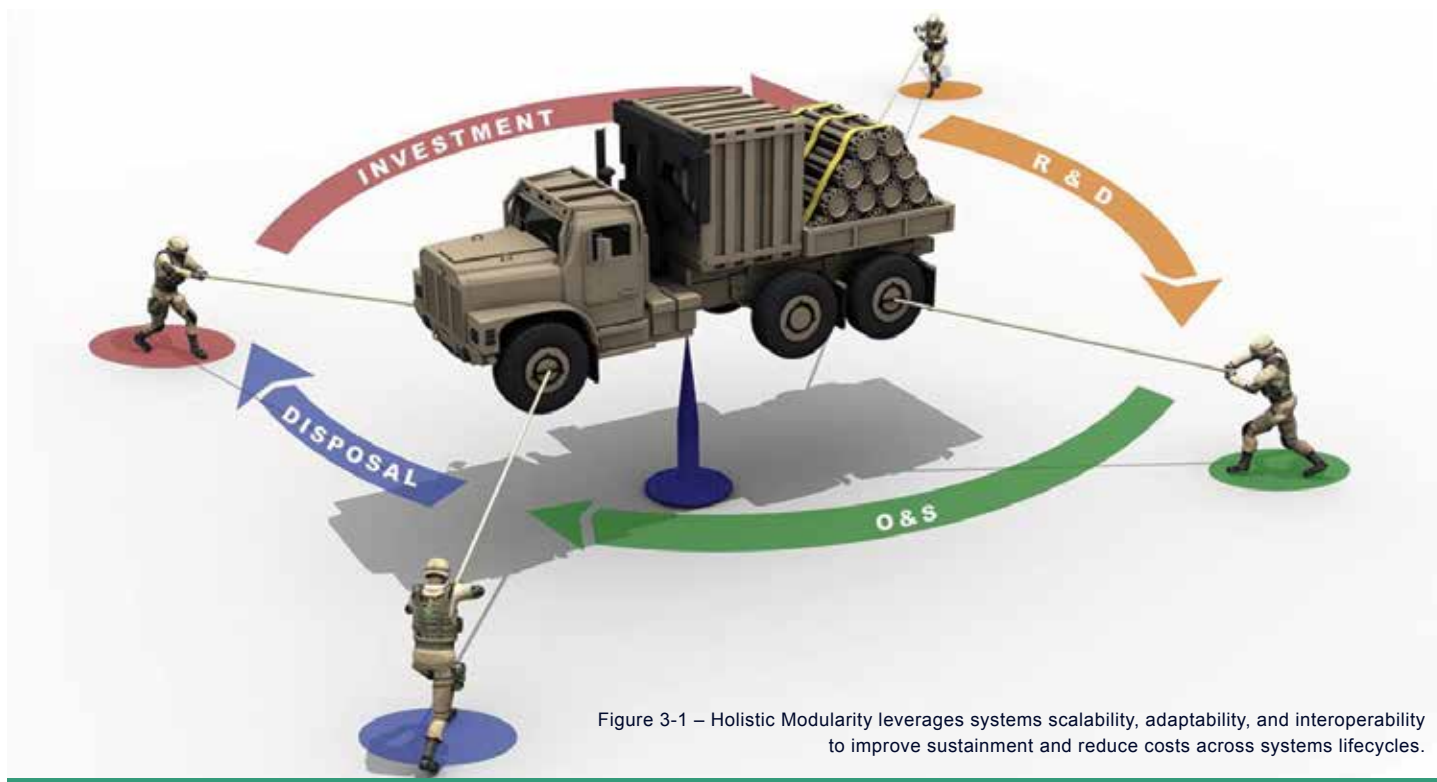


Figure 3-1 – Holistic Modularity leverages systems scalability, adaptability, and interoperability to improve sustainment and reduce costs across systems lifecycles.

As the Advocate for logistics, DC, I&L is responsible for guiding and supporting logistics experimentation and war gaming and for ensuring logistics equities are represented in Joint and Service-level venues. LPV will take the lead in ensuring that we maximize opportunities for logistics experimentation within the Marine Corps and in conjunction with our Joint partners.

Experimentation during exercises **TALON REACH** and **DAWN BLITZ** are two of many such efforts during Marine Corps and Joint exercises. Logistics operations during **TALON REACH** will leverage systems such as JPADS to achieve responsive, long-range logistics support. Digital Interoperability (DI) experimentation will use a state-of-the art digital communication capability set to enable collaborative planning by the assault force on-the-fly, remote control and operation of payloads, and Radio Frequency Identification (RFID) tracking of Marines and cargo.

During exercises such as **DAWN BLITZ 15** we will engage Combat Logistics Regiments (CLR) and Marine Aircraft Group

(MAG) supply and maintenance units to develop a concept of employment to increase integration of aviation and ground intermediate level maintenance.

For the last several years, DC, I&L has coordinated an annual Expeditionary Logistics (EXLOG) Wargame to enable the development of innovative logistics capabilities. The EXLOG Wargame provides a framework to integrate the entire logistics chain using technology, process improvements, and technical training to achieve timely access to — and application of — logistics information. The framework consists of four approach areas: Logistics Chain Management (LCM), Decision Support Tools (DST), Logistics Management Information, and C2 for Logistics (C2 for Log). Leveraging this framework in the context of a wargame supports a focused opportunity to use technology to improve logistics assessment, planning, and execution across the MAGTF.

We will continue to experiment with and refine autonomic sensors. These sensors will perform diagnostics and prognostics on combat



platforms and transmit logistics data and demand signals through Autonomic Logistics (AL) and Condition Based Maintenance (CBM+). This will become more important as we execute distributed operations, where fewer available vehicles become more critical to operations. Integrating improved AIT will enhance the decision cycle by providing leaders with total asset visibility (TAV). LCM will provide the supply, maintenance, and distribution network and the information systems that connect it. Integrated DSTs will inform organizational decision-making activities, projecting

logistical requirements, assessing available resources and support capabilities, identifying shortfalls and associated implications, and measuring opportunity costs and risk.

## **D. FUTURE LOGISTICS AND INNOVATION ACTIONS:**

The following actions require cooperation between leaders throughout the enterprise to reinforce these efforts.

	<b>TASKS</b>	<b>I&amp;L OCR</b>	<b>SUPPORTING</b>	<b>DEADLINE/DC I&amp;L UPDATE INTERVAL</b>	<b>DRAFT MCSCP OBJECTIVE AREAS</b>
<b>1</b>	Continue to develop and evaluate Condition-Based Maintenance (CBM) to focus maintenance resources where and when most needed.	LPC	Sustainment Readiness OAG	Semiannual: June/December	Future Capabilities
<b>2</b>	Provide a quarterly report on studies and analyses conducted throughout I&L.	LX	All Divisions & Branches	Quarterly	Marine Corps Concepts and Doctrine
<b>3</b>	Refine integration across analytic efforts throughout the Marine Corps to improve information sharing.	LX	All other analytic branches	Quarterly	Future Capabilities
<b>4</b>	Integrate future Service CONOPS with logistics platforms to include CRUAS/AACUS, CH-53K, JHSV, etc.	LPV	All OAGs, LX	Annual: November	Marine Corps Concepts and Doctrine
<b>5</b>	Continue to support development of the CRUAS/ CUAS and AACUS, and establishment of a Program of Record. Work with DCs, AVN and CD&I to develop an Initial Capabilities Document (ICD) to meet the intent with AVPlan 2015 as the CRUAS evolves to a Program of Record.	LPV	DC, AVN	Annual: October	Future Capabilities
<b>6</b>	Strengthen internal relationships and reduce redundant logistics capabilities across the MAGTF (MLI).	LPV	LP Branches, OAGs as required	Quarterly	Future Capabilities
<b>7</b>	Ensure logistics is injected into MEB-level training events to explore logistics C2 capabilities. Participate in OPFOR MEB/LSE-level training events from the HQ level.	LP	LPV	Annual: September	Future Capabilities
<b>8</b>	Develop concepts and capabilities to enable sustainment operations in A2/AD against an adversary enabled with G-RAMM.	LP	LPV	Annual: August	Marine Corps Concepts and Doctrine
<b>9</b>	Continue to develop and execute a logistics specific experimentation framework to identify future logistics concepts and capabilities to inform capability development efforts.	LP	LPV	Semiannual: January/July	Future Capabilities



## FUTURE LOGISTICS AND INNOVATION

	TASKS	I&L OCR	SUPPORTING	DEADLINE/DC I&L UPDATE INTERVAL	DRAFT MCSCP OBJECTIVE AREAS
10	Continue to implement/refine the logistics Training and Education Strategy. ICW MCLOG, standardize curriculum for MEUs, SPMAGTFs, and deploying units. Provide updates: - MCLOG Curriculum updates - T&R manual updates - Currency of ELI Certification - GCSS-MC T&E - MCSSS curriculum	LP	LPC	Annual: August	Ready Operating Forces
11	Provide oversight to the logistics doctrine development process and monitor and report on the status of publication revisions.	LP	LPV	Semiannual: March/Sept	Marine Corps Concepts and Doctrine
12	Develop an LCE pre-deployment certification process/policy.	LP	LPC/LPO	April-16	Ready Operating Forces
13	Match naval engineering capacity to meet MAGTF contingency engineering ISO warfighting requirements.	LP	LPE	April-16	Naval Integration
14	Continue to develop, refine, and implement innovative initiatives to enhance Naval Logistics Integration.	LP	LPV	Quarterly	Naval Integration
15	Develop operational interoperability and logistics "Alternative Platforms" concepts of employment (COEs), including employing and sustaining MAGTFs and Marine forces from foreign vessels.	LP	LPV	Annual: April	Marine Corps Concepts and Doctrine
16	Develop/implement concepts and policies to increase Naval – SOF integration, interoperability, and sustainment.	LP	LPV, LPC	Annual: November	Naval Integration
17	Examine the feasibility of forward positioning logistics capabilities, including engineering, to support the enduring presence of deployed MAGTFs.	LP	LPC, LPO, LPE	May-16	Ready Operating Forces
18	Assess the logistics implications of Company Landing Team-focused operations.	LP	LPV	May-16	Marine Corps Concepts and Doctrine
19	Identify and implement manpower and force structure policy changes necessary to increase the stability and cohesion of LCE units.	LP	LPS	Annual: December	Ready Operating Forces
20	Develop requirements necessary to enhance the capabilities of LCE units to function as MAGTF Command Elements.	LP	C2 For Log OAG	Quarterly	Future Capabilities
21	Assess the garrison and deployed logistics implications for the current and future ACV program.	LP	LPC	Annual: April	Future Capabilities
22	Develop CONOPs for integrating with partner nation logistics resources ISO operations across the ROMO.	LP	LPV	Annual: May	Marine Corps Concepts and Doctrine







# ENTERPRISE SUPPORT EFFORTS

We will meet emerging enterprise support requirements through three mutually supporting lines of effort: Enterprise Ground Equipment Management, (EGEM), Operational-Level Logistics, and Installations Support. Together, the respective initiatives, programs, and policies reinforce our Expeditionary Logistics efforts to fulfill warfighter requirements at home and forward deployed.

## A. ENTERPRISE GROUND EQUIPMENT MANAGEMENT (EGEM)

Sound management of our ground equipment inventory – as well as the interdependent capabilities development, acquisition, and sustainment processes – enables readiness and upholds our commitment to being responsible stewards of the resources entrusted to us. The current budget environment underscores the imperative for more precise resource management. The transition from combat operations in Iraq and Afghanistan requires us to reset, rebalance, and re-posture our Corps to meet future challenges.

To that end, the Marine Corps has implemented an EGEM strategy to establish prioritized goals and objectives, synchronize ground equipment management activities, and inform investment decisions across capability portfolios. EGEM establishes an integrated coordination network among enterprise stakeholders under a tiered governance structure. The governance structure synchronizes actions and provides centralized oversight of planning and execution processes to ensure ground equipment investment decisions are made with a comprehensive understanding of costs,

benefits, and associated risks. EGEM provides the framework for the development, planning, and execution of focused initiatives. These include efforts to right-size the Marine Corps' ground equipment set; frameworks to improve ground equipment sustainment, accountability and auditability; and methodologies for effective investment decision-making across capability portfolios.

EGEM will align with the MC CBA, the PPBE cycle, and the Defense Acquisition System, through the Advocacy process, to integrate and synchronize the range of enterprise activities supporting planning and execution of ground equipment life-cycle sustainment. EGEM will inform decision processes on supportability-related requirements; expected support metrics and outcomes; and operating and support cost data, estimates, and assessments. It will provide coordinated, authoritative positions on ground equipment to the Advocate to inform capabilities development, acquisition, sustainment, and resourcing processes and forums.

EGEM's tiered governance structure executes the following functions:

- » Develop prioritized EGEM goals and objectives aligned to the Marine Corps Enterprise Integration Plan (MCEIP).
- » Develop and provide informed enterprise positions on ground equipment management and sustainment to CPM and PPBE planning and decision bodies throughout capabilities development and resourcing processes and to the Marine Requirements Board (MRB)/Marine





Requirements Oversight Council (MROC) for ground equipment investment decisions.

- » Ensure appropriate EGEM stakeholder participation in and contribution to enterprise decision processes within the areas of capabilities development, acquisition, sustainment, resourcing, and performance assessment.
- » Coordinate and synchronize EGEM decision processes.
- » Provide centralized planning and assessment of decentralized execution processes related to sustainment of ground equipment in accordance with EGEM goals and objectives.
- » Develop a comprehensive information management strategy to support informed EGEM decision-making.

### **1. COORDINATED GROUND EQUIPMENT MANAGEMENT**

Next to our Marines, our equipment is our most precious asset and a critical component of our warfighting capability. Sound management of our ground equipment inventory – and the interdependent and interrelated capabilities development, acquisition, and sustainment processes within our CPM

framework – enables readiness and upholds our institutional commitment to being responsible resource stewards.

Since 2001, the Marine Corps has grown heavy with an increase in the size, weight, and number of items in our ground equipment inventory. In 2001, an infantry battalion's table of equipment (T/E) included approximately 3,200 principal end items (PEIs). Today, an infantry battalion's T/E includes nearly 8,400 PEIs – an increase of more than 260 percent. Outfitting an individual combat Marine in 2001 cost roughly \$5,600. Today that cost exceeds \$15,600. Since 2001, the Marine Corps has experienced a 250 and a 300 percent increase in the numbers of radios and computers, respectively. Sustainment costs for the Marine Corps' ground equipment have also risen sharply, with depot maintenance costs averaging more than \$560 million and field maintenance costs averaging more than \$150 million each year over the past decade. As our force structure is drawn down from a wartime high of 202K and the Corps rebalances for the future, we are taking an innovative and integrated approach to right-

sizing our equipment inventory, optimizing our sustainment requirements, and reconstituting as a fast, austere, lethal, and sustainable expeditionary force.

### 2. GROUND EQUIPMENT OPTIMIZATION

In 2011, the Assistant Commandant of the Marine Corps directed a Service-level strategy to reconstitute the force at C-1/C-2 readiness levels by FY 2017. Reconstitution includes right-sizing and balancing equipment inventory across the force to align with the FY 2017 182K force and enduring requirements. In March 2014, the DCs for I&L and CD&I chartered a Ground Equipment Review Working Group (GERWG) to develop an integrated plan to optimize the Marine Corps' ground equipment inventory. The Ground Equipment Optimization Plan is driving actions to dispose of excess inventory commensurate with our force structure drawdown and redistribute equipment to correct imbalances across the force, while identifying equipment to be retained for reutilization to support the 186.8K optimal force structure recommended by the 2010 Force Structure Review Group.

### 3. EFFECTIVE AND AFFORDABLE SUSTAINMENT

The EGEM framework enables effective and affordable sustainment of our ground weapon systems by driving

improvements to enterprise planning processes through our Enterprise Lifecycle Maintenance Planning (ELMP) process. ELMP is the means by which we review and refine life-cycle sustainment strategies and depot maintenance requirements for ground equipment. It is a collaborative and iterative approach to planning and executing depot maintenance in support of ground equipment total lifecycle management (TLCM). The ELMP process includes item-by-item analysis that integrates input from all enterprise stakeholders to produce accurate, informed depot maintenance requirements and budget submissions. We will continue to leverage ELMP to ensure our field maintenance requirements are sustainable and affordable. Marine Corps Logistics Command (MARCORLOGCOM) is the Executive Agent for ELMP.

### 4. ACCOUNTABILITY, AUDITABILITY, AND INTERNAL CONTROLS

To promote and ensure audit readiness and internal control standards, DC I&L established an Internal Controls and Audit Readiness Team (ICART) that is leveraging the Marine Corps and Department of the Navy Financial Improvement and Audit Readiness (FIAR) framework, supported by applicable principles, practices, and directives. This framework establishes an effective internal control environment, creates





a reliable audit support infrastructure, and develops the corporate knowledge necessary to sustain an effective control and audit support environment. The framework will analyze existing processes, identify deficiencies and weaknesses, develop comprehensive solutions, develop product taxonomy, and implement corrective measures that enhance property accountability to increase accuracy, maintain confidence, and improve financial statement reporting. The framework will generate business process documentation, risk assessments, and internal control activity evaluations – including ‘as is’ and ‘to be’ systems control evaluations; identify corrective actions required to address impediments to auditability; and incorporate control assessments of business and feeder systems that will remain operational beyond FY 2017.

EGEM will enhance our internal controls and audit readiness capability through alignment with the ICART and mission critical asset analysis executed by the EGEM Fusion Center. Our Field Supply and Maintenance Analysis Office (FSMAO) program will

integrate its activities with the ICART. Together, these two entities constitute our primary compliance mechanism. Our FSMAO program is conducting its traditional analysis and assistance role, emphasizing accountability, auditability, and adherence to Marine Corps orders and regulations. This transition focuses on a return to the basics: performing risk assessments; defining the current and audit-ready state of business and financial operations; conducting an initial evaluation of controls; conducting discovery and evaluation activities to verify budgetary receipt, control, distribution, execution, and reporting business processes; analysis of internal controls, accountability of property, and adherence to supply and maintenance procedures; and improvement of MOS skills.

## B. COMPONENT LEVEL LOGISTICS

Designed, planned, coordinated, and executed at or below the Marine component command level, operational-level logistics integrates strategic-level logistics capabilities to satisfy tactical-

level logistics requirements beyond the MAGTF's organic capability or capacity. Operational-level logistics involves force deployment and closure, sustainment, and redeployment of the force from the area of operations. These activities are broadly coordinated by the Marine component overseeing the fulfillment of GCC requirements. MARCORLOGCOM serves as the primary support coordinator to Marine component commands in fulfilling these responsibilities based on its unique position to orchestrate enterprise-level supply, maintenance, distribution, and prepositioning resources in support of operational-level requirements. MARCORLOGCOM's agile and responsive processes, procedures, and tools to meet expeditionary requirements ensure success throughout the duration of a campaign. Component-level logistics efforts include the following initiatives and programs. Detailed information about MARCORLOGCOM initiatives can be found in the ***Marine Corps Logistics Command Strategic Plan*** (Appendix J).

## 1. INITIATIVES

### A. Reset

Reset of ground equipment is fundamental to providing our Marines with the equipment they need to conduct expeditionary operations. By the end of FY 2017 reset of all equipment deployed in support of Operation Enduring Freedom (OEF) will be complete. As we move towards completion, the reset plan will be continually assessed as force structure changes reshape our priorities. We will incorporate lessons learned from the process into the education of our logisticians and future planning evolutions. Additional information on our plans to complete ground equipment reset can be found in the ***Operation Enduring Freedom Ground Equipment Reset Plan*** (Appendix K). Reset activities complement related efforts to refine Approved Acquisition Objectives (AAO) and right-size our equipment set.

### B. Depot maintenance

The Marine Depot Maintenance Command (MDMC),

through production plants in Albany, GA, and Barstow, CA, provides an organic industrial maintenance capability that supplements field maintenance activities in support of expeditionary warfighting capabilities. MDMC provides integrated, flexible, depot-level maintenance, able to augment the capacity and capability of the permanent workforce with a temporary workforce. Benchmarking and best practices increase efficiencies, improve processes, reduce overhead costs, and lower working capital fund rates to give "buying power" back to the Marine Corps to maintain equipment and increase readiness.

MDMC future goals and objectives support strategic guidance to provide logistics capabilities that are integrated and interoperable with naval, Joint, theater, and multi-national logistics capabilities; improve logistics responsiveness and agility; and support distributed (dispersed, disaggregated, and afloat) forces across the ROMO.

### C. Integrated Teams

Future operations will require the Marine Corps to operate in a fully integrated naval and Joint environment. At the operational-level of logistics, this calls for increased reliance on other Service, Joint, industrial base, and HNS logistics enablers. MARCORLOGCOM will continue to develop, refine, and expand this capability throughout the Marine Corps.

An integrated logistics chain team will manage customer, supplier, and service provider relationships through performance based agreements and contracts. This team will identify and correct logistics chain deficiencies, providing integrated supply, maintenance, and distribution solutions that assist Marine forces and the components with logistics tasks. It will also assess performance to ensure effectiveness and efficiency of logistics chain activities. Marine Expeditionary Force (MEF) Support Teams (MST) positioned with the Operating Forces serve as operational-





level logistics support integrators, managing customer relationships and coordinating responsive logistics solutions beyond the MEF's day-to-day requirements. MARCORLOGCOM will expand this capability to provide regionally-focused, operational-level logistics planning and execution support to the MARFOR component commanders, to improve their understanding of logistics challenges peculiar to each geographical region. This will assist the MARFORs in developing logistics solutions for deployed MAGTFs.

MARCORLOGCOM fields Weapon System Support Teams (WSSTs). These teams conduct analysis and provide input for the development and management of program-level life cycle sustainment strategies and in-service support plans for integrated supply, maintenance, and distribution. These efforts help ensure a proper fit within the Marine Corps logistics architecture and enterprise ground equipment management strategies. WSSTs execute sustainment plans and conduct logistics chain integration of supplier and

support provider services for fielded weapon systems and equipment to ensure maximum readiness and sustainability. WSSTs also coordinate disposal instructions for end items that are not economically repairable or have reached the end of their life cycle.

### **D. Distribution**

As the Distribution Process Owner for the Marine Corps, MARCORLOGCOM is focused on improving distribution in support of the warfighter. Continually seeking improvement in our distribution capabilities is key to lighten the MAGTF, in that effective distribution requires precise orchestration of current assets, forward stocking, and transportation.

To optimize our distribution process and networks within the context of Joint, DoD, and commercial capabilities, we must better understand our current capabilities, roles, and responsibilities. We will assess the Marine Corps enterprise distribution process, refining metrics and

clarifying roles and responsibilities. This will facilitate improved monitoring of our own effectiveness and that of outside organizations that support the Marine Corps. Moreover, it will provide a baseline upon which to improve the effectiveness and efficiency of our enterprise distribution capabilities.

We will leverage technology to improve our distribution capabilities by providing TAV to achieve greater control of the logistics chain for increased precision and certainty of logistics operations. Further experimentation and prudent investment will ultimately optimize materiel transportation and movement, reducing the number of lost, diverted, and delayed shipments.

Where possible, we will better leverage DoD and commercial industry transportation systems to improve throughput velocity, reliability, and accountability to ensure delivery of the right equipment and supplies to the right place at the right time. Such efforts include improved coordination with the DLA and US Transportation

Command to plan, execute, and optimize logistics chains; assign distribution personnel globally to support MAGTFs, in and out of theater; and explore worldwide storage options in support of Marine forces.

We will stress the importance of our current efforts in supporting forward deployed naval forces from our positions on the FLC staffs. NLI and MLI are crucial in optimizing logistics support for naval expeditionary force operations. Along with our maritime partners, we will sustain a commitment to maintain momentum and identify new opportunities for improving our global materiel distribution process. We will push the distribution envelope in our current positions and establish an enduring partnership with respective FLC staff shipmates.

### **E. Performance Based Logistics**

Performance Based Logistics (PBL) translates Operating Forces' specified levels of operational performance and cost objectives into a product support strategy. PBL strategies link performance and product support objectives as early as



ENTERPRISE SUPPORT EFFORTS

possible in a system life cycle. The PBL end state is to achieve the best possible value in sustaining equipment readiness. As the Advocate for logistics and the Commandant’s agent for PBL oversight and policy, DC, I&L will work with other Advocates, stakeholders, and program managers to assist in developing PBL requirements and strategies. We will also continue to develop and refine enterprise level PBL policy as reflected in MCO 4081.2, *Marine Corps Performance Based Logistics (PBL)*.

2. PROGRAMS

The contracting of services will become even more important to ensuring readiness and sustainment of Marine Corps equipment and programs as force structure and budgets are reduced. Marine Corps Logistics Support Services (MCLOGSS) provides an innovative contracting instrument for rapid access to the best contractor logistics support services that industry has to offer. MCLOGSS supports tailoring MARFOR operational-level logistics support with capabilities and capacities not inherent in the MAGTF, allowing the Marine forces to focus on their expeditionary mission. Through MCLOGSS, the Marine Corps will maintain a vital and flexible industrial base to obtain contractor logistics support services.



C. ENTERPRISE SUPPORT ACTIONS (COMPONENT-LEVEL LOGISTICS):

	TASKS	I&L OCR	SUPPORTING	DEADLINE/DC I&L UPDATE INTERVAL	DRAFT MCSCP OBJECTIVE AREAS
1	Establish baseline performance metrics to position the Marine Corps Logistics Enterprise to participate in the DC, P&R Marine Corps Strategic Health Assessment.	LX	All LP Branches	September-15	Ready Operating Forces
2	Enhance “Supplier Relationship Management” and create an enterprise-level view of Class IX consumables across the USMC.	LPC	Sustainment Readiness OAG	September-15	Ready Operating Forces

	TASKS	I&L OCR	SUPPORTING	DEADLINE/DC I&L UPDATE INTERVAL	DRAFT MCSCP OBJECTIVE AREAS
3	Develop increased asset visibility and sourcing logic to improve supply chain effectiveness.	LPC	Sustainment Readiness OAG	September-15	Ready Operating Forces
4	Integrate acquisition and logistics life cycle management processes for common items in support of naval expeditionary forces. (Class II items).	LPC	Sustainment Readiness OAG	November-15	Naval Integration
5	Leverage best of breed maintenance processes and exploit opportunities for cross-servicing maintenance capabilities and capacities for common equipment (Expeditionary Maintenance).	LPC	Sustainment Readiness OAG	November-15	Ready Operating Forces
6	Monitor the performance of key DLA nodes in their ability to meet TDD.	LPD	LOGCOM	Annual: November	Ready Operating Forces
7	Determine the performance of Class IX stockage levels and demand signals at the SMUs and report quarterly.	LOGCOM	LPC	Quarterly	Ready Operating Forces
8	Provide requirement to DLA for stockage of inventory in support of Marine Corps requirements.	LOGCOM	LPO, LPC	Semiannual: Jan/July	Ready Operating Forces
9	Improve Depot Maintenance Planning and Execution tools to capture complete business processes and enable them through IT to the extent possible to create an informed, repeatable process.	LOGCOM	LPC	Semiannual: Feb/August	Ready Operating Forces
10	Complete OEF ground equipment reset by close of FY2016.	LOGCOM	LPC	September-16	Ready Operating Forces
11	Support the equipment Reset and Reconstitution plan (R2) to coordinate efficient re-posturing of the force.	LP	LPC	September-16	Ready Operating Forces

## D. INSTALLATIONS SUPPORT

Marine Corps installations are key assets in the training and deployment of the Operating Forces. Our bases and stations are our deployment platforms. We will continue to provide ready and capable installation assets and services that support the Operating Forces in a cost effective, safe, and most importantly, sustainable manner.

Careful installations management is critical in order to overcome the challenges and leverage the advantages arising from the complex interdependency of force readiness, energy, security, environmental stewardship, and community relationships. The primary focus of our efforts is supporting Operating Force readiness. The detailed future focus for our installations can be found in the ***Installations Strategic Campaign Plan FY 2014-2017*** (Appendix L) and the ***Facilities Investment Campaign Plan*** (Appendix M).





The Installations Strategic Plan offers a blueprint to help ensure mission success and guide actions. The plan provides clear, measurable goals, and explains what can be expected of subordinate organizations. Success is largely predicated on building positive relationships and partnerships with Marine Expeditionary Forces, Training and Education Command, tenant units, and other stakeholders. Frequent and direct dialogue sets conditions to ensure we know and understand those whom we support.

As budgets tighten, MCICOM will further reduce costs while working to enhance the readiness of the force. Common Output Levels of Service (COLS) provide visibility of support and services to installation teams and their customers, giving both a “rheostat” to control and evaluate levels of support.

Installations in Okinawa, mainland Japan, Hawaii, and Guam play an integral supporting role in rebalancing in the Pacific. MCICOM will partner with customers in the deliberate, detailed

master planning and execution of this complex and strategically vital initiative.

Installations support efforts include the following initiatives, programs, and policies.

### 1. ENERGY

DoD policy requires that installations improve energy efficiency, diversify supply, and bolster the resiliency of related infrastructure. The Marine Corps has taken significant steps to reduce the energy intensity of its installations, expand use of renewable resources, and decrease non-tactical vehicle (NTV) petroleum consumption. Notwithstanding substantial capital investment over the past five years, energy costs remain volatile and supplies are vulnerable to manmade and natural disasters. Everyone aboard our bases and stations plays an important role in energy conservation and efficiency, whether uniformed or civilian.

To provide a framework and direction for installation leaders and personnel, the ***Installations Energy Strategy*** (Appendix N) establishes distinct lines of operation (LOO) that provide a synergistic approach for effective energy management:

- » **Energy Ethos:** Success will require a Corps-wide energy ethos based on a common understanding that efficient energy use positively impacts Marine Corps readiness.
- » **Energy Information:** Advanced metering infrastructure and building and utility control systems will provide decision makers with the capability to make informed operating decisions.
- » **Energy Efficiency:** Continued implementation of prudent management practices and energy efficient technologies will maximize available funding for investment in future operational capabilities.
- » **Renewable Energy (and Alternative Fuels):** Further integration of renewable energy and alternative fuel resources will continue to produce utility cost savings and support energy security.
- » **Energy Security:** Reduced dependence on external suppliers through conservation, efficiency, on-site generation, and improved resiliency of energy infrastructure will improve energy security posture.

In the Expeditionary Energy Strategy, the Commandant addresses the importance of energy and water resources aboard installations and while deployed. This “bases-to-battlefield” approach promotes an energy ethos that equates efficient use of vital resources to enhanced readiness on installations and effectiveness in combat. We must better educate and foster this ethos among tenant and supported commands. We all bear responsibility for good stewardship of resources.

Improvements in operational readiness, quality of life, and energy efficiency must be viewed as complementary goals. By making smart efficiency improvements to existing facilities, investing in energy-efficient new construction, and partnering with private industry to develop renewable resources, we will increase energy security and reduce energy costs to better support the Marine Corps mission.

## 2. BARRACKS AND HOUSING

Quality of Life (QOL) improvement efforts are directly linked to combat readiness and personnel security. Our barracks and family housing provide Marines and their families with comfortable and secure places to call home. Since 2008, over \$2.5B was funded to construct 149 barracks





(over 25,000 Bachelor Enlisted Quarter spaces) for E1-E5 bachelors. These barracks were programmed to meet 90% of the 202K force requirement. They are now projected to meet 100% of the need at 182K, without excess. The Marine Corps is on track to attain our 2+0 permanent personnel assignment standard and have 90% of our permanent personnel barracks adequate by 2016.

The Marine Corps relies on partnerships with the private sector to provide suitable housing for Marine families. We have privatized over 95% of our 24,000 homes (99% in the U.S.). Resident satisfaction has never been higher. Scheduled renovations will make 96% of our government-owned family housing adequate by the end of 2015. The Government of Japan (GOJ) is constructing over 1,000 homes in Iwakuni to support relocation of Navy units from Atsugi and a Marine flying squadron from Okinawa. Of these homes, 195 came on line in FY2014, and 219 more will be on line by the end of FY2015.

### 3. ENCROACHMENT AND LAND EXPANSION

Encroachment is a concern for DoD installations and is likely to become a greater concern in the future. Once-

isolated installations now find residential and commercial development at their fence lines. Ongoing evaluation of the encroachment factors that impact our missions and training areas will continue to highlight areas of concern. Identifying our military mission footprints at each of the installations will provide the tool required to focus our protection efforts.

The Marine Corps continues to focus on three land expansion efforts that support total force readiness, approved by Congress in the FY2014 National Defense Appropriation Act (NDAA):

- » **MCAGCC Twentynine Palms** – Acquisition of approximately 168K acres for sustained, combined-arms, live-fire and maneuver training for our main effort in force development – the MEB.
- » **Townsend Bombing Range Expansion** – Acquisition of approximately 28.5K acres to provide East Coast-based aviation units the capability to train with precision-guided munitions (PGM) within their home station flying area.
- » **Chocolate Mountain Arial Gunnery Range** – Withdrawal of approximately 46K acres from the Bureau of Reclamation to support MAGTF training.

## ENTERPRISE SUPPORT EFFORTS

We will continue to strengthen the linkages between installations, local communities, and state and federal leaders to minimize encroachment.

### 4. MILITARY CONSTRUCTION (MILCON) INITIATIVES

Leading MCICOM MILCON initiatives include construction of facilities to support new platforms (Joint Strike Fighter (F-35) and Osprey (MV-22)), relocation of some aviation units to Hawaii and Japan, environmental and safety corrections, and Marine Corps Security Force Regiment consolidation. The FY 2015 budget request included \$52M to support the relocation of Marines to Guam.

### 5. INSTALLATION PROTECTION

Providing effective installation protection is essential to maintaining the mission capability, operational readiness, and quality of life for Marine Corps organizations, personnel, and families. The **Security Infrastructure Campaign Plan** (SICP) (Appendix O) was published in November 2014 and specifically addresses controlled perimeters and entry control facilities with the goal of bringing them up to required standards by 2020.

Subsequent appendices will address infrastructure deficiencies associated with critical assets, supporting infrastructure, communications, and cyber networks.

Over the next decade, MCICOM will continue to focus on implementing its emergency management (EM) program and associated capabilities. EM provides for coordination and integration of all activities necessary to build, sustain, and improve the capability to mitigate, prepare for, respond to, and recover from threatened or actual natural disasters, acts of terrorism, or other manmade disasters. We continue to invest in our installation EM and response capabilities. Enhanced 911 and computer-aided dispatch, advanced training and certification courses for emergency management personnel, and sustainment of critical equipment will ensure our personnel are always ready to protect the force.

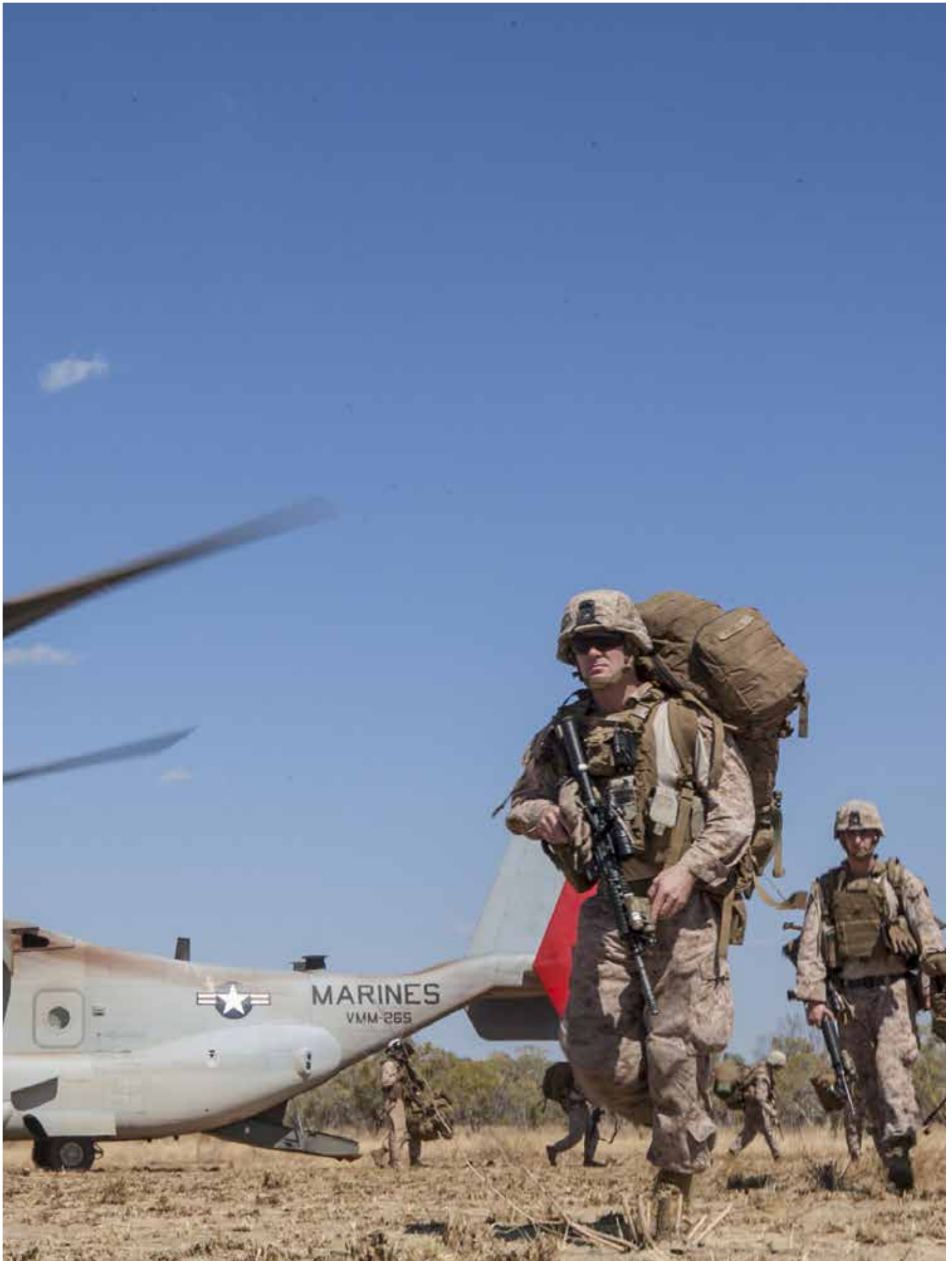
## E. ENTERPRISE SUPPORT ACTIONS (INSTALLATIONS):

	TASKS	I&L OCR	SUPPORTING	DEADLINE/DC I&L UPDATE INTERVAL	DRAFT MCSCP OBJECTIVE AREAS
1	Strengthen the linkages between installations and Marine Corps readiness, training, and power projection capabilities.	MCICOM	All	Semiannual	Ready Operating Forces
2	Ensure the future viability of all Marine Corps installations as training and force projection platforms for the Operating Forces.	MCICOM	All	Semiannual	Future Capabilities
3	Coordinate with MARFORCOM, MARFORPAC, MCCDC, and TECOM on training support requirements and the planning and development of training facilities and ranges at installations. Develop a Combat Marksmanship Range Strategic Plan.	MCICOM	G-3/5/7, TSS IAG	3d Qtr, FY17	Ready Operating Forces



## ENTERPRISE SUPPORT EFFORTS

	TASKS	I&L OCR	SUPPORTING	DEADLINE/DC I&L UPDATE INTERVAL	DRAFT MCSCP OBJECTIVE AREAS
4	Ensure the long-term viability of critical training and maneuver areas through strong partnerships with surrounding communities, local and state governments, through sharing resources, providing mutual support, and Joint Land Use Master Planning.	MCICOM	G-7, All IAGs	Semiannual	Future Capabilities
5	Implement the Emergency Management (EM) Program and associated capabilities to provide for the coordination and integration of all activities necessary to build, sustain, and improve the capability to mitigate, prepare for, respond to, and recover from threatened or actual disasters, acts of terrorism, or other manmade disasters.	MCICOM	G-3	1st Qtr, FY 17	Ready Operating Forces
6	Enhance institutional readiness utilizing Common Output Levels of Service to further reduce costs while preserving and enhancing the visibility of support and services.	MCICOM	G-5	Semiannual	Ready Operating Forces
7	Assess system capabilities and focus a deliberate effort to divest obsolete or redundant IT systems. Reduce the size of the Logistics IT Portfolio and invest in future systems to ensure interoperability / integration. Develop a Data Integration Strategy to facilitate planning and execution.	MCICOM	G-6, LPV	Semiannual	Future Capabilities
8	Resource and standardize MAGTF IT Service Centers (MITSC) for NETOPS and the future requirement of EF-21 in order to extend MCEN to deployed forces.	MCICOM	G-6	TBD	Future Capabilities
9	Publish updated Marine Corps Order on encroachment and continue to manage encroachment risks.	MCICOM	G-7	1st Qtr, FY 16	Ready Operating Forces
10	Improve installation energy efficiency, diversify supply, and bolster the resiliency of related infrastructure. Implement programs to monitor equipment and systems to enable tracking and management of energy and water demand and use.	MCICOM	G-F	Semiannual	Future Capabilities
11	Complete the build-out of family housing units to meet DoD goals to eliminate all inadequate family housing.	MCICOM	G-F	3d Qtr, FY 16	Marine Corps Culture







# FINAL THOUGHTS

The challenges and opportunities associated with the global security environment generate a clear requirement for lighter and leaner forces, capable of being rapidly deployed, effectively employed, and sustained over greater distances. We will maximize the use of existing technology while evaluating emerging solutions to improve logistics support. We will continue to examine how we organize, train, educate, equip, and employ our Marines. We will maintain positive and productive relationships across the MAGTF, SE, and Civilian Marine workforce, while keeping faith with our families to ensure high quality of life standards.

Our collective efforts will result in 21st century logistical capabilities that support operations across the ROMO. We will revitalize and integrate logistics training, education, and doctrine to develop logisticians who are more fully prepared to win in the future operating environment. Our installations will remain the ultimate MAGTF deployment platforms. Finally, we will continue to execute and refine our Advocacy construct for logistics across the Corps, resulting in ready and trained Marines, new and improved capabilities, and responsive organizations.

# MARINE CORPS ROADMAP INTERDEPENDENCY

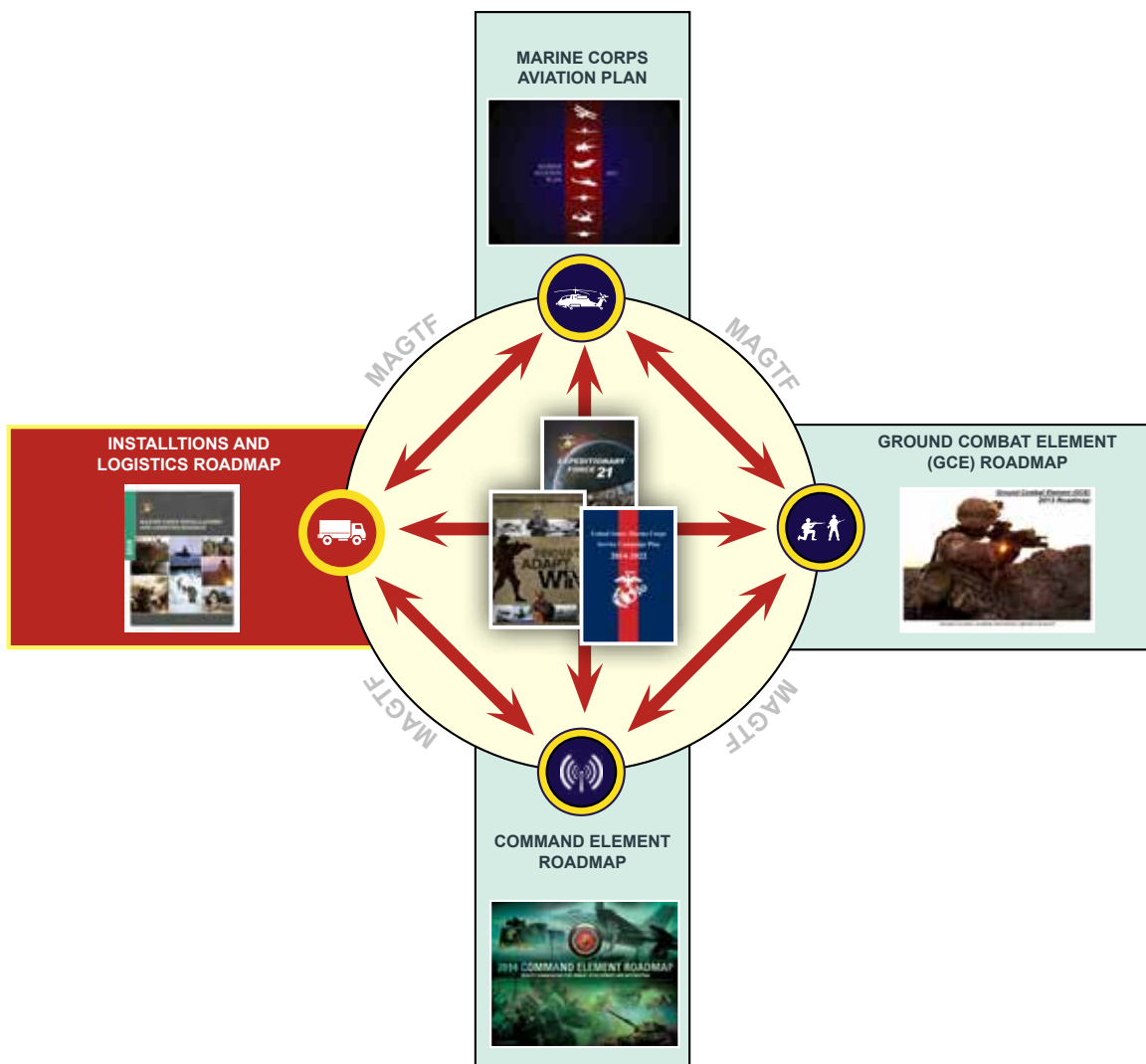


Figure A – 1

# MCILR ANALYTICAL METHOD

## (APPENDIX A)

### PURPOSE & CONTEXT

The purpose of the Marine Corps Installations and Logistics Roadmap (MCILR) is to provide a vision for future Marine Corps Expeditionary Logistics capabilities necessary to achieve the intent of **Expeditionary Force 21** (EF-21). It directs actions that will fulfill specified and implied tasks emanating from both

the **Commandant's Planning Guidance** (CPG) and the draft **Marine Corps Service Campaign Plan** (MCSCP). As part of an integrated Expeditionary MAGTF Warfighting solution, this document complements other Advocate Roadmaps, is consistent with capabilities development guidance and processes, and is fully aligned to EF-21, the CPG and the draft MCSCP.

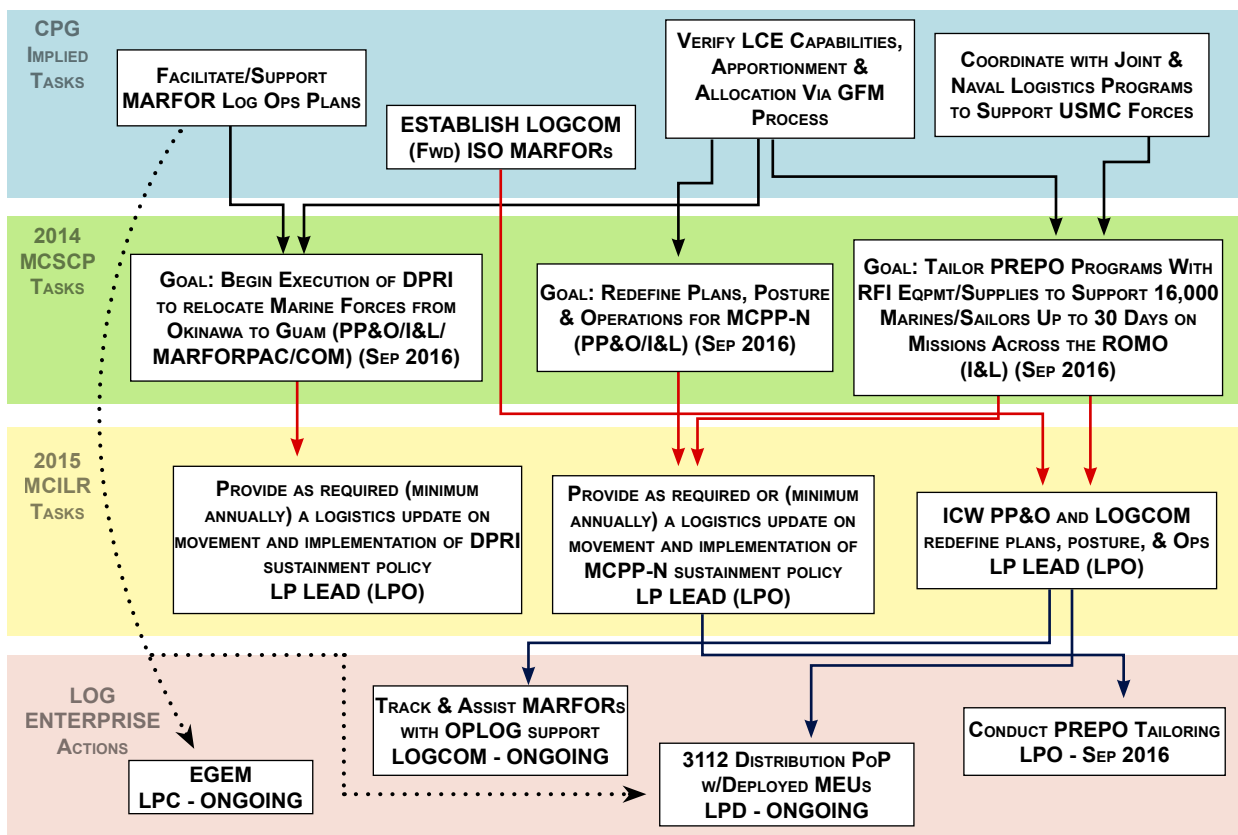


Figure A – 2 – Representative approach using 2014 MCSCP.  
CPG Specified Task: Operate forward providing Global Combatant Commanders with tailored Marine Corps forces.



## METHOD ANALYTICAL METHOD (APPENDIX A)

The MCILR reflects the Commandant's intent to increase coordination across the enterprise and throughout the MAGTF to achieve fully integrated solutions in support of the Combatant Component Commander, and ultimately the warfighter. The document is the result of an in-depth analysis of EF-21, the CPG, the draft MCSCP, and other strategic guidance – higher and adjacent, as well as Marine Corps and Joint (fig A-1, p.56).

### APPROACH

Tasks lie at the core of the MCILR. These actions will move us from where we are to where we must be to fulfill the Commandant's intent. The analytical process through which these tasks were developed required multiple cycles, with each cycle refining and building on the previous results. First a list of specified and implied tasks was derived from the CPG. This list, along with proposed deadlines, was reviewed and validated by stakeholders throughout the enterprise. The process was repeated for the draft MCSCP, other Advocate Roadmaps,

and Joint and Marine Corps capability development processes (fig A-2). The end state of this ongoing analytical process is a decision support tool reflecting linkages between strategic guidance and logistics enterprise actions and programs, in order to inform resourcing decisions and manage risk. The analysis was conducted by subject matter experts with logistics, warfighting, and leadership experience at multiple levels. Results were validated and further refined with input gained through normal staffing to enterprise stakeholders.

### CONCLUSION

The MCILR depicts a vision and assigns actions to provide the Marine Corps Expeditionary Logistics capabilities necessary for the near-term and future operating environment. It is complementary to the larger integrated MAGTF and enterprise narrative that frames a lighter and increasingly agile Corps – which will remain the Nation's premier Expeditionary Force-in-Readiness, and its Crisis Response force of choice.



# CONSOLIDATED LIST OF MCILR ACTIONS

## (APPENDIX B)

### EXPEDITIONARY LOGISTICS ACTIONS

	TASKS	I&L OCR	SUPPORTING	DEADLINE/DC I&L UPDATE INTERVAL	DRAFT MCSCP OBJECTIVE AREAS
1	Develop COAs to make informed decisions on how to “lighten the MAGTF”.	LPO	LPD, LPC	Annual: October	Ready Operating Forces
2	Work to mature MAGTF engineering curriculum and design injects within Service-sponsored exercise programs.	LPE	Engineering & EOD OAG	September-15	Ready Operating Forces
3	Develop equipment sets/operational capability for deploying MAGTFs. Validate and refine the process and coordinate and shape the requirement with other HQMC branches.	LP	LPO, LPC	Annual: September	Ready Operating Forces
4	Review and validate task organized LCE structure, mission statements and METLs.	LPS	Relevant OAGs	Annual: September	Ready Operating Forces
5	Develop a process and assign an owner to assess and refine the logistics MOS structure across the MAGTF.	LP	LPS	September-15	Ready Operating Forces
6	Institutionalize and sustain enduring Counter Improvised Explosive Device (CIED) Defeat the Device training requirements and funding for the MAGTF.	LPE	Engineering & EOD Summit	Annual: November	Ready Operating Forces
7	Conduct an EOD organization comprehensive review.	LPE	Engineering & EOD Summit	September-16	Ready Operating Forces
8	Develop POA&M to leverage other Service training and education forums to enhance knowledge and skills in Joint logistics, and the integration of other Service, Interagency, and functional command logistical capabilities.	LPC	Log T&E OAG	September-15	Ready Operating Forces

	TASKS	I&L OCR	SUPPORTING	DEADLINE/DC I&L UPDATE INTERVAL	DRAFT MCSCP OBJECTIVE AREAS
9	Develop and oversee policy IOT direct focus on equipment accountability in the MARFORs and below.	LPC	Sustainment Readiness OAG	September-15	Ready Operating Forces
10	Review and recommend changes to the Approved Acquisition Objective (AAO) to right-size our inventory.	LPC	Sustainment Readiness OAG, LPO	November-15	Ready Operating Forces
11	Review life cycle strategies to reduce maintenance costs.	LPC	Sustainment Readiness OAG	Semiannual: Feb/August	Ready Operating Forces
12	Oversee LP FIAR preparatory actions in support of clean audit in 2017.	LPC	Sustainment Readiness OAG	Quarterly	Ready Operating Forces
13	Assess the ship to shore throughput capacity required to sustain operations ashore to meet the time and space challenges of the 21st century.	LPD	All Branches as required	Semiannual: Feb/August	Future Capabilities
14	Implement Tactical Service Oriented Architecture (TSOA) system interoperability.	LPV	C2 For Log OAG	October-15	Future Capabilities
15	Develop the log data strategy and solutions to support Master Data Management throughout I&L and Marine Corps.	LPV	LOGCOM	October-15	Future Capabilities
16	Establish data strategy and Decision Support Tools (DST) to improve filtering of information to improve decision making.	LPV	C2 For Log OAG	November-15	Future Capabilities/ Naval Integration
17	Work with PP&O to develop concept for employment of MPF CRFPs ISO contingency operations.	LPO	LPV, Prepositioning OAG	Semiannual: Jan/July	Marine Corps Concepts and Doctrine
18	Publish policy to establish maintainer-to-equipment ratio planning factors in the following TAMCN: Alpha, Bravo, Delta, Echo.	LP	T&D OAG, Sustainment OAG	December-15	Ready Operating Forces
19	Develop a "Logistics Guide for Compositing LCEs" from distinct MEUs and SPMAGTFs and assess DOTMLPF-P implications.	LPV	All OAGs, LX	December-15	Marine Corps Concepts and Doctrine
20	Assess the Marine Corps distribution process and validate and refine roles and responsibilities.	LPD	LOGCOM	Semiannual: April/October	Ready Operating Forces
21	Determine the performance of each distribution node throughout the Marine Corps and report quarterly. (Develop concepts and capabilities that enable more effective, efficient and responsive global distribution).	LOGCOM	LPD	Quarterly	Ready Operating Forces

	TASKS	I&L OCR	SUPPORTING	DEADLINE/DC I&L UPDATE INTERVAL	DRAFT MCSCP OBJECTIVE AREAS
22	Establish, validate, and refine distribution process metrics.	LOGCOM	LPD	Annual: December	Ready Operating Forces
23	Establish Memorandum of Understanding (MOA) between USMC and Air Force TECOMs to merge enlisted Marines into the Air Force Mission Ready Airman Course (MRAC) for initial MOS training.	LPC	LB OCS OAG	September-15	Ready Operating Forces
24	Align Operational Contracting Support/Contingency Contracting Advocacy and OccField management from LB to LP.	LB	LPC	September-15	Ready Operating Forces
25	Develop and staff MCRP OCS Guide Book, Marine Corps MCO Contingency Contracting Force (CCF) Program Guide.	LB	LPC	October-15	Marine Corps Concepts and Doctrine
26	Establish contingency contracting officer (3006 MOS) to supply officer (3002 MOS) linkage.	LPC	LB	February-16	Ready Operating Forces
27	Provide as required or at minimum annually an overarching logistics update on movement and implementation of MRF-D sustainment policy.	LP	LPD/LPO/LPC	Annual: September	Future Capabilities
28	Provide as required or at minimum annually an overarching logistics update on movement and implementation of MCPP-N sustainment policy.	LP	LPO	Annual: October	Future Capabilities
29	Provide as required or at minimum annually an overarching logistics update on movement and implementation of DPRI sustainment policy.	LP	LPO	Annual: November	Future Capabilities
30	Establish/delineate functional responsibility and processes for logistics S&T and development of future capabilities.	LP	LPV	August-15	Future Capabilities
31	Expand and refine logistics Digital Interoperability capability and ensure integration of Ops/Log/Intel.	LP	LPV	Semiannual: May/Nov	Future Capabilities
32	Through MAGTF Logistics Integration (MLI), continue to develop, refine and implement innovative initiatives to enhance logistics integration, effectiveness, and efficiency within the MAGTF.	LP	LPV	Quarterly	Future Capabilities



## ADVOCACY ACTIONS

	TASKS	I&L OCR	SUPPORTING	DEADLINE/DC I&L UPDATE INTERVAL	DRAFT MCSCP OBJECTIVE AREAS
1	Review LCE organizational structure, mission statements, METLs, and TOECRs.	LPS	All LP Branches, Relevant OAGs	Annual: October	Ready Operating Forces
2	Coordinate I&L and MARCORLOGCOM participation in the Marine Corps Capabilities Based Assessment and develop solutions to resolve or mitigate capability gaps.	LPS	All LP Branches, LOGCOM and MCICOM	Annual: November	Ready Operating Forces
3	Coordinate and integrate with other MAGTF advocacy organizations (CEAB/Avn Board/Ground Board/MEU OAG/Seabasing, etc).	LPV	All OAG and IAG Chairs	Annual: ICW the LOG COAG	Future Capabilities
4	Evaluate the utility of a Logistics Manpower OAG and provide a recommendation.	LPV	All OAGs	October-15	Ready Operating Forces
5	Serve as I&L proponent to Prepositioning OAG.	LPO	LP Branches, OAGs	Annual: As Req	Future Capabilities
6	Align Operational Contracting Support/Contingency Contracting Advocacy and Occ Field Management from LB to LP.	LP	LB	October-15	Future Capabilities
7	Refine and update Occupational Field Sponsor roles and responsibilities to increase oversight of grade shaping and slating.	LP	LPC	November-15	Ready Operating Forces
8	Develop a plan to reinvigorate Marine Corps expertise in planning and executing MPF operations.	LP	Transportation and Distribution OAG	Semiannual: May/November	Marine Corps Concepts and Doctrine
9	In coordination with CD&I, develop and institutionalize logistics doctrinal integration across logistics advocacy.	LPV	All OAGs	Semiannual: May/November	Marine Corps Concepts and Doctrine



## FUTURE LOGISTICS AND INNOVATION ACTIONS

	TASKS	I&L OCR	SUPPORTING	DEADLINE/DC I&L UPDATE INTERVAL	DRAFT MCSCP OBJECTIVE AREAS
1	Continue to develop and evaluate Condition-Based Maintenance (CBM) to focus maintenance resources where and when most needed.	LPC	Sustainment Readiness OAG	Semiannual: June/December	Future Capabilities
2	Provide a quarterly report on studies and analyses conducted throughout I&L.	LX	All Divisions & Branches	Quarterly	Marine Corps Concepts and Doctrine
3	Refine integration across analytic efforts throughout the Marine Corps to improve information sharing.	LX	All other analytic branches	Quarterly	Future Capabilities
4	Integrate future Service CONOPS with logistics platforms to include CRUAS/AACUS, CH-53K, JHSV, etc.	LPV	All OAGs, LX	Annual: November	Marine Corps Concepts and Doctrine
5	Continue to support development of the CRUAS/ CUAS and AACUS, and establishment of a Program of Record. Work with DCs, AVN and CD&I to develop an Initial Capabilities Document (ICD) to meet the intent with AVPlan 2015 as the CRUAS evolves to a Program of Record.	LPV	DC, AVN	Annual: October	Future Capabilities
6	Strengthen internal relationships and reduce redundant logistics capabilities across the MAGTF (MLI).	LPV	LP Branches, OAGs as required	Quarterly	Future Capabilities
7	Ensure logistics is injected into MEB-level training events to explore logistics C2 capabilities. Participate in OPFOR MEB/LSE-level training events from the HQ level.	LP	LPV	Annual: September	Future Capabilities
8	Develop concepts and capabilities to enable sustainment operations in A2/AD against an adversary enabled with G-RAMM.	LP	LPV	Annual: August	Marine Corps Concepts and Doctrine
9	Continue to develop and execute a logistics specific experimentation framework to identify future logistics concepts and capabilities to inform capability development efforts.	LP	LPV	Semiannual: January/July	Future Capabilities
10	Continue to implement/refine the logistics Training and Education Strategy. ICW MCLOG, standardize curriculum for MEUs, SPMAGTFs, and deploying units. Provide updates: - MCLOG Curriculum updates - T&R manual updates - Currency of ELI Certification - GCSS-MC T&E - MCSSS curriculum	LP	LPC	Annual: August	Ready Operating Forces

	TASKS	I&L OCR	SUPPORTING	DEADLINE/DC I&L UPDATE INTERVAL	DRAFT MCSCP OBJECTIVE AREAS
11	Provide oversight to the logistics doctrine development process and monitor and report on the status of publication revisions.	LP	LPV	Semiannual: March/Sept	Marine Corps Concepts and Doctrine
12	Develop an LCE pre-deployment certification process/policy.	LP	LPC/LPO	April-16	Ready Operating Forces
13	Match naval engineering capacity to meet MAGTF contingency engineering ISO warfighting requirements.	LP	LPE	April-16	Naval Integration
14	Continue to develop, refine, and implement innovative initiatives to enhance Naval Logistics Integration.	LP	LPV	Quarterly	Naval Integration
15	Develop operational interoperability and logistics “Alternative Platforms” concepts of employment (COEs), including employing and sustaining MAGTFs and Marine forces from foreign vessels.	LP	LPV	Annual: April	Marine Corps Concepts and Doctrine
16	Develop/implement concepts and policies to increase Naval – SOF integration, interoperability, and sustainment.	LP	LPV, LPC	Annual: November	Naval Integration
17	Examine the feasibility of forward positioning logistics capabilities, including engineering, to support the enduring presence of deployed MAGTFs.	LP	LPC, LPO, LPE	May-16	Ready Operating Forces
18	Assess the logistics implications of Company Landing Team-focused operations.	LP	LPV	May-16	Marine Corps Concepts and Doctrine
19	Identify and implement manpower and force structure policy changes necessary to increase the stability and cohesion of LCE units.	LP	LPS	Annual: December	Ready Operating Forces
20	Develop requirements necessary to enhance the capabilities of LCE units to function as MAGTF Command Elements.	LP	C2 For Log OAG	Quarterly	Future Capabilities
21	Assess the garrison and deployed logistics implications for the current and future ACV program.	LP	LPC	Annual: April	Future Capabilities
22	Develop CONOPs for integrating with partner nation logistics resources ISO operations across the ROMO.	LP	LPV	Annual: May	Marine Corps Concepts and Doctrine

## ENTERPRISE SUPPORT ACTIONS (COMPONENT-LEVEL LOGISTICS)

	TASKS	I&L OCR	SUPPORTING	DEADLINE/DC I&L UPDATE INTERVAL	DRAFT MCSCP OBJECTIVE AREAS
1	Establish baseline performance metrics to position the Marine Corps Logistics Enterprise to participate in the DC, P&R Marine Corps Strategic Health Assessment.	LX	All LP Branches	September-15	Ready Operating Forces
2	Enhance "Supplier Relationship Management" and create an enterprise-level view of Class IX consumables across the USMC.	LPC	Sustainment Readiness OAG	September-15	Ready Operating Forces
3	Develop increased asset visibility and sourcing logic to improve supply chain effectiveness.	LPC	Sustainment Readiness OAG	September-15	Ready Operating Forces
4	Integrate acquisition and logistics life cycle management processes for common items in support of naval expeditionary forces. (Class II items).	LPC	Sustainment Readiness OAG	November-15	Naval Integration
5	Leverage best of breed maintenance processes and exploit opportunities for cross-servicing maintenance capabilities and capacities for common equipment (Expeditionary Maintenance).	LPC	Sustainment Readiness OAG	November-15	Ready Operating Forces
6	Monitor the performance of key DLA nodes in their ability to meet TDD.	LPD	LOGCOM	Annual: November	Ready Operating Forces
7	Determine the performance of Class IX stockage levels and demand signals at the SMUs and report quarterly.	LOGCOM	LPC	Quarterly	Ready Operating Forces
8	Provide requirement to DLA for stockage of inventory in support of Marine Corps requirements.	LOGCOM	LPO, LPC	Semiannual: Jan/July	Ready Operating Forces
9	Improve Depot Maintenance Planning and Execution tools to capture complete business processes and enable them through IT to the extent possible to create an informed, repeatable process.	LOGCOM	LPC	Semiannual: Feb/August	Ready Operating Forces
10	Complete OEF ground equipment reset by close of FY2016.	LOGCOM	LPC	September-16	Ready Operating Forces
11	Support the equipment Reset and Reconstitution plan (R2) to coordinate efficient re-posturing of the force.	LP	LPC	September-16	Ready Operating Forces



## ENTERPRISE SUPPORT ACTIONS (INSTALLATIONS)

	TASKS	I&L OCR	SUPPORTING	DEADLINE/DC I&L UPDATE INTERVAL	DRAFT MCSCP OBJECTIVE AREAS
1	Strengthen the linkages between installations and Marine Corps readiness, training, and power projection capabilities.	MCICOM	All	Semiannual	Ready Operating Forces
2	Ensure the future viability of all Marine Corps installations as training and force projection platforms for the Operating Forces.	MCICOM	All	Semiannual	Future Capabilities
3	Coordinate with MARFORCOM, MARFORPAC, MCCDC, and TECOM on training support requirements and the planning and development of training facilities and ranges at installations. Develop a Combat Marksmanship Range Strategic Plan.	MCICOM	G-3/5/7, TSS IAG	3d Qtr, FY17	Ready Operating Forces
4	Ensure the long-term viability of critical training and maneuver areas through strong partnerships with surrounding communities, local and state governments, through sharing resources, providing mutual support, and Joint Land Use Master Planning.	MCICOM	G-7, All IAGs	Semiannual	Future Capabilities
5	Implement the Emergency Management (EM) Program and associated capabilities to provide for the coordination and integration of all activities necessary to build, sustain, and improve the capability to mitigate, prepare for, respond to, and recover from threatened or actual disasters, acts of terrorism, or other manmade disasters.	MCICOM	G-3	1st Qtr, FY 17	Ready Operating Forces
6	Enhance institutional readiness utilizing Common Output Levels of Service to further reduce costs while preserving and enhancing the visibility of support and services.	MCICOM	G-5	Semiannual	Ready Operating Forces
7	Assess system capabilities and focus a deliberate effort to divest obsolete or redundant IT systems. Reduce the size of the Logistics IT Portfolio and invest in future systems to ensure interoperability / integration. Develop a Data Integration Strategy to facilitate planning and execution.	MCICOM	G-6, LPV	Semiannual	Future Capabilities
8	Resource and standardize MAGTF IT Service Centers (MITSC) for NETOPS and the future requirement of EF-21 in order to extend MCEN to deployed forces.	MCICOM	G-6	TBD	Future Capabilities
9	Publish updated Marine Corps Order on encroachment and continue to manage encroachment risks.	MCICOM	G-7	1st Qtr, FY 16	Ready Operating Forces
10	Improve installation energy efficiency, diversify supply, and bolster the resiliency of related infrastructure. Implement programs to monitor equipment and systems to enable tracking and management of energy and water demand and use.	MCICOM	G-F	Semiannual	Future Capabilities
11	Complete the build-out of family housing units to meet DoD goals to eliminate all inadequate family housing.	MCICOM	G-F	3d Qtr, FY 16	Marine Corps Culture



